

# **Rocky Flats Plant Work Force Restructuring Plan**

October 13, 1993



# ROCKY FLATS PLANT WORK FORCE RESTRUCTURING PLAN EXECUTIVE SUMMARY

In January 1992, the President of the United States cancelled the requirements for the W-88 weapons system and altered the mission of the Rocky Flats Plant from one of nuclear weapons production to one of transition toward cleanup, deactivation, and preparation for decontamination and the disposition of facilities. A Transition Plan was developed to describe how this would be accomplished. A significant part of this transition process is restructuring the Rocky Flats Plant work force of approximately 8,500 employees employed by EG&G Rocky Flats, Inc. (EG&G), J. A. Jones, Rocky Flats Office (RFO), and Wackenhut Services, Inc., (WSI) and other subcontractors to support the Rocky Flats Plant's new mission. This restructuring will include movement of personnel to jobs related to the new mission and, as necessary, reduction in the Rocky Flats Plant employment levels.

Section 3161 of the FY1993 National Defense Authorization Act gives specific guidance to the Department of Energy (DOE) on work force restructuring and requires that a plan be prepared prior to any restructuring activities. The Rocky Flats Plant Work Force Restructuring Plan responds to this requirement. The further requirement of providing 120 days' notice to employees and local communities prior to restructuring was met by issuing announcements and formal letters, as shown in Appendix 6, on June 1, 1993.

## Goals

The basic goals of RFO and the Management and Operating Contractors during the required work force restructuring are to maintain a trained work force to accomplish the revised mission of the Rocky Flats Plant; to keep involuntary separations to a minimum; when feasible, to offer the work force retraining opportunities for positions required to meet the new mission; and to minimize the impact of the mission change and associated restructuring on the work force and the surrounding communities. Stakeholder involvement has been, and will continue to be, an integral part of the restructuring planning process.

## Work Force Reduction

Through the transition process, the primary funding source for the Rocky Flats Plant operations is changing from DOE Defense Programs to DOE Environmental Restoration and Waste Management. Approximately 1,600 jobs will be impacted by restructuring activities. Up to 800 workers currently in these 1600 positions are expected to take advantage of enhanced training and other Work Force Restructuring Plan opportunities, such as transferring into other jobs on Plantsite, thereby reducing the need for involuntary separations. Three thousand eight hundred thirty five employees are no longer covered by Defense Programs in FY1994. However, 3,235 of these positions, primarily within building utilities systems, safety systems, radiation control, and waste management activities, are now funded by Environmental Restoration and Waste Management. To the vast majority of site workers, the restructuring is invisible. Only the charge numbers on their timecards will change. Attrition and internal transfers will reduce the number of workers remaining in the unfunded positions; but even so, it is expected that a work force reduction of 600 to 800 employees will be required in FY1994. The reduction will affect both hourly and salaried

### Programs for Employees Under the New Mission

### Programs for Surplused Employees

personnel with EG&G and WSI. RFO and J. A. Jones do not project FY1994 reductions beyond normal attrition.

Before laying off employees in surplused positions, the Rocky Flats Plant is implementing a program to encourage voluntary separation from the Rocky Flats Plant. A Voluntary Separation Payment Program was offered to EG&G employees beginning September 14, 1993. Ideally, this program will effect sufficient work force reductions and make an involuntary layoff unnecessary. If voluntary programs do not stimulate sufficient reductions, hourly employees will be designated for layoff according to their labor agreements, and salaried employees will be laid off based on demonstrated performance, versatility, foreseeable business requirements, impact on affirmative action goals, and length of service where other factors are relatively equal. No involuntary layoffs have been implemented.

To the maximum extent possible, job openings for positions related to the new mission are being filled internally. The job bidding system for hourly positions, a provision of the labor agreements, is based on seniority and the minimum qualifications for the positions. Bidders for salaried positions are selected based on the education and experience requirements for the positions. Many hourly and salaried employees already meet the minimum qualifications for many Environmental Restoration and Waste Management jobs and may bid on those jobs as they become available.

Employees successfully bidding on Environmental Restoration and Waste Management jobs are provided with relevant job-specific training according to job requirements, Federal and State regulations, and the Rocky Flats Plant management needs. Work Force Restructuring funds have been approved to expand the Rocky Flats Plant's current apprenticeship programs and supplement progression programs in areas that support the new mission.

Employees may upgrade their qualifications through a number of educational opportunities available from local educational providers, including certificate programs, undergraduate degree programs, and graduate-level degree programs. Programs in waste and environmental topics specific to the new Rocky Flats Plant mission have been jointly developed by the Rocky Flats Plant and local educational providers, such as Front Range Community College and the Colorado School of Mines. Depending on the program, the cost of tuition and books is paid by the Rocky Flats Plant up front, or employees are reimbursed upon successful course completion.

Outplacement assistance and retraining options are available to those employees who leave the Rocky Flats Plant voluntarily or involuntarily. Counseling services and the utilization of community resources for job placement are part of the outplacement assistance for employees before and after separation. A career assistance center and an outplacement center have been established and staffed to assist employees from the Rocky Flats Plant with a variety of services such as a job search skills work-

shop, a résumé preparation seminar, portfolio preparation for life experience credits, an interview skills seminar, a job identification workshop, financial counseling, a briefing on community services, and résumé copying. Separated employees may utilize the Rocky Flats Plant's Education Reimbursement Program for up to 12 months after separation to pursue courses within their career fields or in new career fields. The services provided will depend on the individuals' specific needs.

Future employment opportunities at the Rocky Flats Plant will require review of involuntarily laid-off workers within the DOE Complex before other outside hiring is considered. The résumés of employees involuntarily laid-off from the Rocky Flats Plant will also be provided to other DOE sites for similar consideration. Relocation assistance for individuals hired at other companies, including DOE sites, will be provided.



# Rocky Flats Plant Work Force Restructuring Plan

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## INTRODUCTION

This Work Force Restructuring Plan will describe the actions the Rocky Flats Plant is taking to restructure the Rocky Flats Plant work force of approximately 8,500 employees to support the new mission for the Rocky Flats Plant. Section 3161 of the FY1993 National Defense Authorization Act gives specific guidance to the DOE on work force restructuring and requires that a detailed plan be prepared prior to any restructuring activities. This document provides a complete response to Section 3161 plan requirements and establishes the infrastructure under which EG&G; J. A. Jones; Rocky Flats Office (RFO); Wackenhut Services, Inc. (WSI); and other subcontractors achieve full compliance under RFO coordination and direction. Each contractor or subcontractor is responsible for the applicability of plan elements as appropriate to their circumstances.

RFO, in compliance with Section 3161 of the National Defense Authorization Act, has set a number of basic goals in relation to the required work force restructuring that must take place. These goals include maintaining a trained work force to accomplish the revised mission of the Rocky Flats Plant; keeping involuntary separations to a minimum through controlled hiring practices, attrition, and a voluntary separation payment program; offering the work force retraining opportunities for positions required to meet the new mission; minimizing the impact to the work force and the surrounding communities; and continuing stakeholder involvement as an integral part of the planning process. While these goals have been used as guiding principles in constructing the overall plan, each contractor and eligible subcontractor will determine the application of the benefits.

The Rocky Flats Plant created a Transition Plan which was submitted to DOE and Congress in FY1992. It is currently being updated. It describes parameters for the transition of the Rocky Flats Plant from a nuclear production facility funded by Defense Programs within DOE to an environmental management site funded primarily by Environmental Restoration and Waste Management. This detailed document is available in its entirety for in-depth review of planned Transition activities required at the Rocky Flats Plant for the next 5-year period. It also outlined methods to be used for restructuring the work force. The Transition Plan was implemented in FY1992, and EG&G, the primary Rocky Flats Plant contractor to be impacted in FY1993, took the initial step of offering an Early Retirement Incentive Program which 487 employees accepted. Further work force reduction plans for FY1993 were placed on hold when additional work scope and funding were identified. This Work Force Restructuring Plan takes advantage of the Transition Plan efforts previously expended to minimize the social and economic impacts on the Rocky Flats Plant workers and local communities.

A number of factors impacting the Rocky Flats Plant are coming together at the same time to create the need for a Work Force Restructuring Plan.

### Impacting Issues

1. Production work was stopped in FY1990 on nuclear compo-

nents, and a decision has been made that DOE will not maintain any nuclear facilities at the Rocky Flats Plant on a contingency basis for possible future production.

2. Consolidation of nuclear materials into fewer buildings is being accomplished to allow reductions in security, fire watch, monitoring, and other related operations in the buildings from which the materials are removed. This consolidation allows surplus human resources to be available for work force restructuring.
3. Nonnuclear production schedules have been revised in anticipation of this work being transferred to Allied Signal in Kansas City. Because of revised nonnuclear production schedules, some production workers will be transferred to other positions as soon as possible to make the most effective use of their abilities.
4. Budgets for FY1994 indicate that approximately 3,835 EG&G workers will no longer be funded by DOE's Defense Programs activities during the year. Three thousand two hundred thirty-five of these employees will continue to do the same work, primarily taking care of building utilities systems, safety systems, radiation control, and waste management activities, but they will be covered by DOE's Environmental Restoration and Waste Management funds because Environmental Restoration and Waste Management is assuming landlord responsibilities for the Rocky Flats Plant facilities. Every possible action is, and will be, taken to minimize offsite hiring. These work force estimates make it clear that even with attrition and attempts to transfer as many workers as possible, there will be work force reductions of 600 to 800 employees required to meet FY1994 budget requirements and to position the facility for FY1995 budget requirements. In addition, during FY1994, transfers and internal bumping procedures will impact many more employees by moving them to new positions based on qualifications and/or seniority.

### Assumptions

Basic assumptions were required for planning purposes and costing of the Plan. These assumptions include the following:

1. The FY1994 budget will not be reduced further. A copy of the budget summary is in Appendix 1.
2. Funding to support work force restructuring activities not funded by other Federal/State entities will be provided by DOE, primarily from the \$200 million set aside for workforce restructuring in FY1994.
3. Continued emphasis will be placed on reducing subcontracted services and other nonlabor expenditures so that the work force reductions are minimized.

## WORK FORCE PLANNING

### Work Force Analysis

Work force planning is a key element in assuring that work force restructuring can be accomplished using a systematic strategy to achieve the Rocky Flats Plant requirements. The work force needs will be further analyzed after validation of the FY1994 work packages and incorporation of the results of the voluntary separation payment program to determine classifications of workers who will be impacted. Specific titles of the positions of those employees who will be required and those who will be surplus will be defined. The methods of the internal movement of personnel from areas of excess to areas of need are outlined. Employee and community notification requirements, as required by Federal laws and DOE Orders, as well as the associated schedule and review process, are specified. The cost estimates and potential funding sources related to the requirements are given.

The Rocky Flats Plant work force will be restructured to meet new mission requirements during FY1994. Appendix 2 shows the job category changes which are projected from current budget-based estimates which were included in the work package process. These projections will be revised after detailed FY1994 work packages are finalized and prioritized. Numbers of people by classification are not currently included as a part of the work package development.

As stated above, additional detail to the job classification level will be developed. WSI employment levels are projected to have a small reduction in FY1994. The RFO staffing level is projected to be stable. J. A. Jones, the primary construction subcontractor, is projected to have an increase in workload through FY1994. Each site contractor and eligible subcontractor will implement this Plan as they begin work force restructuring. Other subcontracted work will be reduced where the work can be accomplished by WSI's, EG&G's, or J. A. Jones' current work force. EG&G will experience the major reduction in force during the next fiscal year. Any changes in contractor projections will result in those entities using the programs described in this Plan to accomplish the necessary downsizing. RFO will adhere to the Office of Personnel Management requirements if unanticipated reductions are required.

The Work Force Restructuring Chart shown in Appendix 2 will be updated over time using data that will be collected as a part of the annual budgeting process.

### Impacted Classifications

This Plan applies to all the Rocky Flats Plant contractors and eligible subcontractors equally. This Plan also covers the 71 Oxnard facility employees in California who are a part of the EG&G Facilities Management and Operations function. However, it is apparent from the information in Appendix 2 that EG&G and WSI are the primary contractors projected to be impacted and that all EG&G work categories will be impacted during the work force restructuring to be accomplished during FY1994. Regardless of retraining and transfer efforts, the budget will support only a population that is less than currently exists at the Rocky Flats Plant. The impacted workers will come from both the hourly and salaried positions. These positions are

### Maximize Use of Existing Staff

### Methods of Internal Movement of Personnel

projected to include hourly classifications such as Toolmakers, Machinists, Welding Specialists, Assemblers, Inspectors, and Security Police Officers plus salaried classifications such as Development Engineers, Production Control Schedulers, Tool Designers, Manufacturing Engineers, and a number of other classifications. Impacted individuals may have qualifications which will be applicable to entry into other positions at the Rocky Flats Plant. Many other positions are very specific to production work, and the qualifications have little applicability to environmental management work.

Eligible subcontractor employees are defined as those individuals who have worked at the Rocky Flats Plant for one subcontractor or a successor subcontractor for at least a cumulative total of 4 of the last 6 years counting from October 1987 and who have been Colorado residents for the same period of time. They must have been active employees onsite as of January 1, 1992. Their separation must have been a result of actions taken due to defense nuclear facility restructuring.

Management personnel of the various contractor organizations at the Rocky Flats Plant are fully committed to taking necessary measures to maximize utilization of the existing work force. One method to accomplish this has been to minimize outside hiring. As discussed in the "External Placement and Relocation Assistance" Section, exceptions will be made for individuals with critical skills that do not exist on the Rocky Flats Plant and for positions which have no interested Rocky Flats Plant bidders who are qualified or can reasonably become qualified. Where current employees have interest in positions but do not have the minimum qualifications, if feasible, the jobs will be restructured to accommodate their current qualifications or training programs utilized to provide minimum qualifications. Internal transfers of employees from areas of excess to areas of need are being accomplished wherever possible.

The internal posting and bidding systems of the contractors provide the major method of achieving internal movement of employees within the Rocky Flats Plant. Open positions are posted for 7 days for interested employees to review and express interest by signing the postings. If sufficient numbers of qualified bidders do not sign the initial posting, it is reposted for a second 7-day period. Posting boards are centralized so that all open Rocky Flats Plant positions with all contractors and subcontractors are known by all employees. First preference is given to employees of the company which posted the job.

The job bidding systems for hourly positions have been negotiated in the various labor agreements. Under the current labor agreements, an hourly employee bidding on an hourly job is given the position if he/she is the most senior qualified bidder. If no hourly employee bids, the position is filled by hiring an employee from outside the bargaining unit.

Employees who are bidders on salaried positions are selected on the basis of the best qualifications. The hiring manager determines the overall best match for the position from among the

bidders by evaluating the education, experience, performance, and human relations skills of the bidder. The most qualified candidate is then offered the position. If the candidate rejects the position, the manager offers the position to the next best candidate. If an internal qualified employee does not accept the salaried position, the manager may hire from the outside with appropriate approvals. Candidates from other DOE Complex locations will be given first consideration. (See "Preferential Treatment of DOE Complex Employees" Section, Page 24.)

In the current Rocky Flats Plant situation, outside hiring is being held to a minimum. Many EG&G positions are being held open in anticipation of pending reductions in other areas of the Rocky Flats Plant. Departments are being strongly encouraged to take people from an area of excess to an area of need. Managers with open salaried positions are encouraged to take minimally qualified candidates to fill their openings to avoid hiring offsite. Retraining of employees is being used to bring employees up to full qualifications for the new positions, as well as to enhance the skills of fully qualified individuals in those positions. Minimum qualifications for various positions are being continuously examined during this downsizing period to assure they are accurate and necessary. To facilitate movement of personnel, some positions are being restructured to accommodate candidates with lesser qualifications.

Currently only EG&G utilizes progression programs for employee development. Many of the hourly positions to which bargaining unit employees may bid or bump will require entry into a classification which involves a progression program with minimum qualifications of a high school diploma or General Education Diploma plus two semesters of high school or one college semester of algebra, chemistry, and/or physics. For at least the Radiation Protection Technologist Progression Program, both chemistry and physics are necessary. Educational opportunities to meet the minimum qualifications are currently being provided to employees.

Classes are currently being offered in chemistry, physics, and algebra at the Rocky Flats Institute and local community colleges during employees' off hours. Although employees requiring these classes are being encouraged to take these courses in order to fulfill the minimum requirements for progression program positions, time constraints are limiting the number of employees who can take advantage of these classes.

Therefore, the Rocky Flats Plant contractors and subcontractors can now provide the Rocky Flats Plant employees with these courses during working hours. This provision provides better opportunities for employees to meet the minimum qualifications of those positions which will be needed during the coming years.

Many employees have backgrounds which may present strong matches to the work available. For example, production scheduling work is very similar to scheduling work for environmental or waste activities. Engineering work tends to be very special-

## Job Sharing

ized, but most engineers do have a strong base of knowledge on which to build. Most employees who remain on the Rocky Flats Plant will be able to become effective employees with only minimal additional training.

EG&G now has a voluntary job sharing program. Employees participating are treated the same as other permanent employees who work part-time, averaging 20 to 24 hours each week. These employees receive prorated vacation and pension benefits, but health, life, and dental insurance are not provided at Company expense. However, health insurance is available to those employees at their options if they choose to fully pay the group insurance rates.

A survey recently conducted showed that very few job sharing programs exist, and those that do are primarily for the benefit of the employees.

Rocky Flats Plant contractors and subcontractors have instituted job sharing programs using the guidelines already in place for the part-time program, as appropriate. Positions considered for job sharing are those which will not require a high degree of transition each day. Job sharing opportunities are posted in specific job classifications and others are considered upon request.

## Employee and Community Notification Requirements

An objective of the National Defense Authorization Act, Section 3161, requires a 120-day notice to employees at the work site and to surrounding communities when work force restructuring will be necessary at a facility. As discussed previously, work force restructuring will be required at the Rocky Flats Plant during FY1994. Further, work force reductions and restructurings will be required in FY1995 and beyond. Those will be described in more detail in the annual updates to this Plan. The 120-day notice and announcements were issued to employees, communities, and stakeholders as required on June 1, 1993. Letters were sent to each individual Rocky Flats Plant employee by his/her direct employer, and Rocky Flats Plant announcements and bulletins were issued to keep employees fully informed. In addition, newspaper articles were published before and after the 120-day notices, encouraging stakeholders to participate in the planning process for work force restructuring.

Under certain conditions, the Worker Adjustment and Retraining Notification Act (WARN Act) requires notification 60 days prior to layoff or site closure. WARN Act is required when there is a layoff of 33 percent of the employees totaling 50 or more at a single site of employment or a total of 500 or more employees within a 90-day period. Sixty days' pay and benefits may be provided in lieu of notice under the WARN Act. It has been agreed that 60 days' pay and benefits will be provided whether or not WARN Act criteria apply.

Total costs of this program are approximately the same as those for the Voluntary Separation Payment Program. It is anticipated that most or all separations will be voluntary; however, the costs will be equivalent in either case. These monies will not be

Security, Safety, and  
Employee Support

Work Force Restructuring  
Schedule and Review Process

Funding Sources

counted twice in the Cost Estimates in Appendix 3.

When a layoff notice has been given to a Rocky Flats Plant employee, the employee will be released from work at that point in time and be paid for the 60-day notification period. This allows impacted employees to immediately begin training or enter into the job search process.

A requirement of the National Defense Authorization Act is that any work force restructuring plan at a site will be submitted to Congress for review within 90 days after the 120-day notice of work force restructuring is announced. This document has been created to meet those review requirements. The 120-day notice was issued June 1, 1993, to employees and local communities.

The voluntary separation payment program was implemented the week of September 13, 1993. During the same period, individual letters were given in person by the individual's immediate manager to those identified as being vulnerable to a layoff if enough people do not leave voluntarily. Any reductions not accomplished by the voluntary separation payment program will come from the employees in the at-risk positions.

Cost estimates to finance the work force restructuring activities necessary to achieve full compliance with Section 3161 of the National Defense Authorization Act are attached in Appendix 3. Additionally, these cost estimates are matrixed out in Appendix 5 to show the costs for the total Plan, as well as the matrixed costs for EG&G and Wackenhut Services, Inc. The total Rocky Flats Plant request was determined after the voluntary separation payment program was reviewed and approved. In FY1993, \$95,000 was provided to create onsite and offsite Career Assistance Centers. All other monies will be expended in FY1994 and beyond. These monies are necessary to accomplish the needed restructuring while achieving most reductions through the proposed voluntary separation payment program. Retraining many of these employees for non-Rocky Flats Plant work also carries substantial costs. None of the funds will be used to create entitlement programs. Rather, all expenditures will be based on evaluation of individual needs and requirements to assure efficient and effective use of all monies.

The monies from the various funding sources will be allocated to support programs beyond the normal operating levels at the Rocky Flats Plant. In those instances where there are ongoing activities paid by the contractors, such as apprenticeship programs, only the incremental increases in costs which result from implementation of this plan will be charged to the DOE Work Force Restructuring Plan Supplemental Funds. Any programs unique to work force restructuring, for example, the voluntary separation payment program, will be fully charged to DOE supplemental funds. Wherever possible and appropriate, Job Training Partnership Act funds will be used.

The Rocky Flats Plant operating funds supplemented by Work Force Restructuring funds will be utilized to achieve the retraining for ongoing Rocky Flats Plant positions whether internal or



external training resources are used to prepare employees for new positions. Rocky Flats Plant employees along with Job Training Partnership Act contractor personnel will also help to staff the Outplacement Center, process all voluntary separations, administer transfer and retraining efforts for surplus workers, and provide skills enhancement services.

Job Training Partnership Act funds from the Defense Conversion Act funds have been requested from the Department of Labor in conjunction with the State of Colorado's Governor's Job Training Office for use in retraining surplus Rocky Flats Plant workers. These funds cannot be utilized until individual employees have been targeted for layoffs. The funds may take as long as 90 to 180 days to arrive. Prior to the arrival of Job Training Partnership Act funds, the approved extension of tuition reimbursement funds will cover the offsite retraining done through approved educational institutions. Job Training Partnership Act funds will be used when available for the retraining of qualified individuals. The Governor's Job Training Office is currently supporting the Career Assistance Center efforts through rapid response activities.

## LABOR/MANAGEMENT COUNCIL

*Cost Estimate: \$326,217*

(Included in Outplacement Assistance total, Page 26)

To meet projected budget requirements, some current Rocky Flats Plant workers will have to voluntarily or involuntarily leave the Rocky Flats Plant. In anticipation of possible work force reductions and at the suggestion of the Governor's Job Training Office, which has been involved in a number of downsizing efforts in Colorado, the Rocky Flats Plant has formed a Labor/Management Council comprised of three EG&G salaried representatives; three EG&G United Steelworkers representatives; one WSI salaried representative; one WSI United Government Security Officers of America (UGSOA) Union representative; one J. A. Jones representative; and one Colorado building trades representative. The Council's charter is to provide oversight for the retraining of surplus Rocky Flats Plant workers, to assist in the operation of the Career Assistance Center discussed in the Outplacement Assistance Section, and to provide support for restructuring activities as appropriate.

The Labor/Management Council is the coordination point with the Governor's Job Training Office in requesting Job Training Partnership Act monies and other retraining monies from the Department of Labor. They will also oversee the expenditure of special services and tuition reimbursement monies from DOE supplemental funds to impacted workers. They will act as the conduit for the Department of Labor funds to be allocated directly for the Rocky Flats Plant to be administered through other Job Training Partnership Act partner agencies.

The Labor/Management Council will establish the ground rules for retraining activities and approve Plans of Study for impacted workers requesting educational reimbursement after notice of layoff as required by the Governor's Job Training Office. Any Plan of Study accepted would have to be approved on the basis that it will increase the individual's marketability in the local area and be accomplished within a reasonable period of time. It is possible that Job Training Partnership Act funds will not cover all the outlined services. The supplemental funds from DOE will be used to supplement the Job Training Partnership Act funds. The Labor/Management Council will be responsible for assuring that all funds are used efficiently and expended effectively to obtain the greatest benefit to the largest number of affected employees.

The Labor/Management Council has also formed a group of Peer Displacement Advisors from the participating organizations. They provide an additional information channel to employees in the workplace about work force restructuring activities.

## VOLUNTARY AND INVOLUNTARY REDUCTION PLANS

### Restructuring Goals

### Voluntary Separation Payment Program

*Cost Estimate: \$10,603,362*

### Involuntary Separation Process

*Cost Estimate: \$0\**

#### *Salaried Employees*

\*It is assumed that all separations will be voluntary; in the event they are not, the cost of involuntary separations is assumed not to exceed the cost of voluntary separations. No incremental costs are included in the Plan.

#### *Hourly Employees*

A voluntary separation payment program coupled with anticipated attrition will be used to avoid the need for involuntary separations or severely cut the number required. The goals and various plans are briefly discussed here.

The RFO and all Rocky Flats Plant contractors and eligible subcontractors have a clear goal of maximizing retention of critical skills within the work force and minimizing the numbers of involuntary reductions required to achieve the necessary work force restructuring. Proper management of the personnel reduction process is crucial to long-term health of the facility. The Rocky Flats Plant contractors plan to establish phased programs which encourage internal movement from areas of excess to areas of need and encourage all downsizing to be accomplished on a voluntary basis. Involuntary layoffs will only be used when all other restructuring and reduction options have been exhausted.

As noted above, the Rocky Flats Plant Plan offers a Voluntary Separation Payment Program in hopes that all reductions in work force will occur voluntarily. While this program will have a significant cost impact, it is needed to attract the required number of employee reductions necessary in FY1994. The Voluntary Separation Payment Program is described in Appendix 4.

The process for involuntary layoffs is outlined by each contractor in its policy manual for salaried employees and in the labor agreement for hourly employees.

Generically, the retention status of each salaried employee is determined based on demonstrated performance, versatility, foreseeable business requirements, impact on affirmative action goals, and length of service where other factors are relatively equal. Retention lists are reviewed and approved by the organization's management.

All salaried employees to be laid off will be reviewed by a committee consisting of representatives from Human Resources, Employee Relations, Employment, Legal Counsel, and Employee Assistance Program, as appropriate within each company.

A detailed analysis will be conducted within all major groups of employees by EEO-1 category to determine where underutilizations currently exist and to address those underutilizations where possible during the downsizing of the facility. At a minimum, care will be taken to assure that there is no adverse impact on equal opportunity as a result of the restructuring effort. The goal is to improve the situation. A final report of the impact on all protected groups will be developed for each contractor's management to review prior to any salaried involuntary layoffs.

Any hourly employees impacted will be laid off by using the applicable portions of the labor agreements in effect.

## Attrition

Attrition for the Rocky Flats Plant contractors normally runs 4 to 6 percent per year and would normally eliminate approximately 420 people. However, it is anticipated that attrition will not be a major factor during FY1994. Recent experience with the EG&G FY1992 Early Retirement Incentive Program indicates such programs reduce later turnover rates. Because the voluntary separation payment program was offered in late FY1993 or at the beginning of FY1994, most employees who had intentions of leaving Rocky Flats Plant during FY1994 did so by taking the voluntary separation payment program. Because this payment program may extend well into FY1994, attrition may be as little as one to two percent, eliminating only 80 to 160 people. These limited numbers will be replaced by required hiring of critical and necessary positions which current employees are unable or unwilling to fill. For this reason, no reduction in total numbers of voluntary and involuntary separations is shown in funding calculations for attrition.

## Health Insurance Benefits

*Cost Estimate: \$3,407,250*

Health insurance benefits for involuntarily laid-off employees vary by company and by negotiated labor agreements. However, recently extended coverage for eligible employees has been approved. Eligible employees are employees who have been either voluntarily or involuntarily separated and are not eligible under another employer's group plan including through a spouse and are not eligible for Medicare coverage. The following benefits will be provided for eligible employees in the existing Plan.

- Year 1 - Full coverage at contractor or subcontractor expense
- Year 2 - Full coverage with the worker paying one-half of the applicable Consolidated Omnibus Reconciliation Act (COBRA) rate
- Year 3 - Full coverage with the worker paying the & Beyond full COBRA rate

The COBRA rate is that rate effective for the requested period of continued coverage, as authorized by the Act, as amended. Employees participating in the work force restructuring program will be subject to any periodic adjustments in the COBRA rate, and their costs will be modified accordingly.

Both voluntarily and involuntarily laid-off workers are able to participate in this program. In addition, they are allowed to continue as members of their current health insurance groups for as long as they choose to participate at their own expense. This ensures their future health insurance coverage and covers the possibility of other employers' reticence to hire Rocky Flats Plant workers who might have long-term health issues. This benefit is being provided at no cost to the government. The laid-off employee will pay the premiums. This is being supported by current Rocky Flats Plant insurance carriers and was developed due to overwhelming stakeholder input.

## TRAINING FOR THE RETAINED WORK FORCE

It is the goal of EG&G, J. A. Jones, RFO, and WSI to provide training and educational opportunities for employees who are retained at the Rocky Flats Plant under the Environmental Restoration and Waste Management mission. As training needs become available from various line and support organizations, the current training and educational programs and the necessity for new programs will be evaluated. Modifications to existing programs will be made to maintain up-to-date programs which meet emerging training and educational needs.

Increased training for retained workers will be required. The job classification entry standards have been relaxed to accommodate individuals impacted by work force restructuring. Training will bring them to their full qualifications. Additionally, internal movement will increase training requirements substantially as employees transfer and bump into new positions as the restructuring occurs. FY1993 will be used as a baseline for training activity and costs. Training requirements and expenses above the FY1993 baseline will be covered by work force restructuring supplemental funds.

### Retained Work Force Training Process

#### *Definition of Job Requirements*

Desired education and experience qualifications for jobs at the Rocky Flats Plant are defined in contractor documents. These qualifications are posted when jobs are announced through the contractors' internal job posting systems. Equivalent job experience may substitute for the educational qualifications in many positions.

#### *Employee Qualifications*

Salaried and hourly employees who possess the minimum education and experience qualifications needed to transfer into different jobs are considered as candidates. After selection and transfer, these individuals will be provided site-specific and job-related training, as determined by line organizations and the training departments, according to requirements associated with each job, Federal and State regulations, and Rocky Flats Plant management needs. In any case, the employee's existing knowledge and skills are enhanced to move toward the desired qualifications.

Many salaried employees possess the minimum education and experience qualifications for placement in jobs under the new mission. This is particularly true for scientific and engineering jobs where the minimum qualifications are the same for different project areas. However, some salaried employees will need to upgrade their educational qualifications in order to facilitate transferring to these needed positions.

Hourly employees also possess the minimum education and experience qualifications to enter different jobs. Minimum educational qualifications for many of the jobs include a high school diploma or equivalent, and all or some combination of high school mathematics, algebra, chemistry, and/or physics.

## *Upgrade of Educational Qualifications*

The minimum education requirements have been augmented during the last few years, and some employees will need to upgrade their educational qualifications in order to move to different jobs.

For those employees whose educational qualifications need upgrading, courses are available through the Rocky Flats Institute and education reimbursement programs. To date, participation in these programs has taken place during off-work hours.

In order to facilitate opportunities for surplus employees to bid on open jobs, the Management and Operating contractors are approved to provide coursework on company time, funded through the DOE supplemental funds for retraining the work force for restructuring. This opportunity is only available to those surplus employees electing to bid on open requisitions. Any position which has been posted and remains open may be filled by either an hourly or a salaried employee. Employees will be provided with the minimum educational qualifications through completion of sequential high school equivalency courses of study in math, algebra, physics, and chemistry. The program also includes modules in study skills, reading comprehension, and a course of study for a high school General Education Diploma. The American College Testing Program Test will be administered to each employee for appropriate module placement, such that an employee's educational equivalency needs are met, to increase the probability the employee will be successful in the program, and to assure that the employee attends only those modules that are necessary in order to meet the educational minimum qualifications for the different job classification.

It is estimated that the length of an average course module for math, algebra, chemistry, or physics is approximately 4 weeks. Therefore, an employee with any minimum education needs would be enrolled in this program for a minimum of 4 weeks. However, if an employee needs to take all the modules and to test for a General Education Diploma, the required length of time to complete the program may be 16 to 20 weeks.

Other opportunities to upgrade the minimum qualifications of employees on company time also exist. The contents of these upgrades are expected to be diverse, ranging from computer software courses to individual courses in project management, and environmental engineering, laws, and policies. Therefore, each case will be handled individually. Coursework will be designed to assist employees in meeting the qualifications of specific jobs, and enrollment arrangements with local educational providers will be utilized. It is expected that this program will provide, for example, Rocky Flats Plant engineers the necessary qualifications to move into environmental engineer positions. This may be a civil engineer who requires an additional number of credit hours of college coursework to become an environmental engineer.

## Retained Work Force Training Programs

### *Rocky Flats Plant Site-Specific and Job-Related Training*

*Cost Estimate: \$10,773,150*

Once employees meet the minimum education and experience requirements for jobs at the Rocky Flats Plant, they are required to attend the Rocky Flats Plant site-specific and job-related training. This onsite training is provided through each contractor's training organization, in cooperation and conjunction with line and support organizations. The training is designed according to the requirements associated with the jobs, Federal and State regulations, and Rocky Flats Plant management needs.

Historically, the training has been funded through the operating budget. However, the scope of this training is expected to increase due to the increased number of job transfers during restructuring and retraining under the new mission. In order to retain the maximum number of workers for jobs under the environmental restoration and waste management mission, supplemental funds will be used for training enhancements for the existing work force to meet the Rocky Flats Plant site-specific and job-related training requirements. The supplemental funds will be used to develop and deliver additional health and safety, and environmental restoration and waste management training programs. Additionally, the funds will augment the current training, and line and support qualification staffs so that maximum movement of the work force can be realized through the onsite training and qualification program requirements throughout the Rocky Flats Plant. These supplemental funds will cover only the incremental increases over normal training costs.

Area-specific training provides instruction relative to building assignments, area access needs, and specific work areas. The courses include health- and safety-related topics required by the Code of Federal Regulations. Job-specific training, including both classroom and on-the-job training, provides instruction in the unique aspects of individual jobs. Job-specific training may include training in fundamental scientific principles (e.g., chemistry, physics, health physics, mathematics), job procedures, and safety and technical information, such that a job incumbent is able to perform a job correctly and safely while working with limited supervision.

### *Apprenticeship Programs*

Due to budget constraints in recent years, the Rocky Flats Plant Apprenticeship Program has been limited. Currently, there are three EG&G programs in which employees are enrolled. These include the apprenticeship programs for Stationary Operating Engineers, Alarm/Telecommunication Technicians, and Electricians. Apprenticeships will be used as a future training option as needs dictate.

### *Progression Programs*

Progression programs for EG&G hourly workers are similar to apprenticeship programs in specialized industrial areas. These areas include Analytical Laboratory Technicians, Chemical Operators, Non-Destructive Testing Technicians, Health Environmental Technicians, and Radiation Protection Technologists. Each progression program is currently 3 to 4 years in

### *Rocky Flats Institute*

length and requires certification to perform many of the operations associated with the job classifications. The numbers of hourly employees in progression programs are expected to increase by approximately 185 as employees bid and bump into the classifications as a result of downsizing and the administrative bid and bump requirements set forth in the current labor agreement.

Historically, the operating budget has supported the training costs for progression programs under a normal rate of job transfer due to attrition. The operating budget will be used to support the portion of the training costs associated with normal attrition and movement rates, and DOE supplemental funds will support the portion of progression program training costs that are estimated to be a result of the work force restructuring and downsizing effort.

As proposed in the Rocky Flats Mission Transition Plan, July 1992, the Rocky Flats Institute was reinstated in September 1992 to assist employees in preparing for current jobs under the environmental restoration and waste management mission. The Institute is currently funded and available to the Rocky Flats Plant employees after work hours. Its courses are delivered by Front Range Community College.

The Institute offers an Associate of Science degree in Hazardous Materials Technology and certificate programs in Radioactive Waste Management and Hazardous Materials Technology. In addition to the Associate of Science degree program and the certificate programs, the Rocky Flats Institute offers individual courses, for example, in the areas of health physics, general mathematics, algebra, physical science, environmental health and safety, introduction to environmental laws and policy, introduction to hazardous material management, waste minimization and recycling, introduction to treatment storage, and disposal of hazardous materials.

Employees can utilize the Institute to enroll in mathematics, algebra, and chemistry of hazardous materials courses as a way to augment their educational qualifications. The enrollment of the Spring 1993 semester increased approximately 27 percent over the enrollment of the Fall 1992 semester. This trend of increased enrollment is expected to continue as employees engage in supplemental education efforts as a result of downsizing, restructuring, and retraining. It is anticipated that enrollment will be further increased as employees of WSI and J. A. Jones, as well as surplus workers who have been voluntarily and involuntarily laid-off, begin to participate.

As a result of the positive responses of the work force to the Institute, and the applicability and timeliness of the Institute programs and courses, it is expected that the Rocky Flats Institute will continue to be one of the most successful programs for retraining the work forces of the prime contractors, eligible subcontractors, and surplus employees. Therefore, this Plan supplements the EG&G existing operating budget in order to expand the Rocky Flats Institute and cover the additional



## *Education Reimbursement Program*

*Cost Estimate: \$4,767,972*

## *Education Reimbursement Briefings*

## *Skills Enhancement and Tutoring Services*

incremental costs.

Contractor employees continue to take advantage of various offsite educational programs through the education reimbursement programs funded through the operating contracts. The programs provide employees with opportunities to pursue individual courses of study relevant to their current jobs or to jobs into which they could be moved. These courses are delivered at local accredited educational institutions. Education reimbursement dollars are normally utilized to assist employees in pursuing vocational certificates, undergraduate and graduate degrees, as well as individual courses to supplement their educational qualifications. These programs, however, also can provide the professional work force, such as engineers, the vehicle to gain knowledge in areas such as environmental engineering in support of the new mission of the Rocky Flats Plant. The flexibility of this program makes education opportunities attractive to a work force that is preparing for downsizing and restructuring.

Effective at the beginning of FY1993, reimbursement of costs for College Level Examination Program tests, life experience credits, and portfolio credits became eligible under the Education Reimbursement Program. Such credits generally cost less than regular tuition and permit eligible employees to progress through educational programs more quickly. Previously, the costs of these tests and credits were not reimbursable. This change is a cost benefit to DOE.

Currently the programs are funded through the operating budgets. The EG&G funds expended in the baseline FY1991 for Education Reimbursement were \$732,028. Under the revised administrative organization of the program and because the work force is preparing for restructuring and downsizing, FY1993 dollars spent on this program are expected to increase to \$2,200,000 and to \$5,500,000 in FY1994. This Plan will supplement the existing operating funds in order to expand the Education Reimbursement Program.

Education reimbursement briefings are being delivered to employees. The briefings consist of an explanation of the administrative steps that are necessary in order for employees to access the education reimbursement programs. The briefings will be conducted frequently throughout FY1994 as part of the restructuring and downsizing efforts.

An educational fair was conducted in June 1993. Local educational institutions and providers participated and provided employees with information regarding their educational programs and courses.

The current scope of work for EG&G employees includes skills enhancement and tutoring for the courses provided by Performance-Based Training, including skills enhancement and tutoring in the areas of general employee training, area-specific training courses, and job-specific training and qualification programs. Under selected circumstances, skills enhancement and tutoring

encompass the basic skills of reading, writing, and mathematics/algebra. This program will continue during FY1994.

In addition to the services of Performance-Based Training, employees enrolled in the Rocky Flats Institute are provided with skills enhancement and tutoring by Front Range Community College. Those employees enrolled in courses through the Education Reimbursement Program can access the skills enhancement and tutorial services that are provided by the individual education institutions in which they are enrolled.

## TRAINING FOR ENVIRONMENTAL RESTORATION AND WASTE MANAGEMENT

### Performance-Based Training Courses

### Rocky Flats Institute Courses

### Other Available Environmental Courses and Programs

The mission change at the Rocky Flats Plant requires that a significant portion of future work will be performed in the environmental restoration and waste management areas. Education and training in these areas will be useful to the Rocky Flats Plant contractors and will be required by many companies who will be doing future work for the facility. These facts make training in environmental restoration and waste management areas important to workers who will remain with their current employers, as well as those who will be impacted by restructuring and separated. As needs emerge, current training and educational programs and the necessity for new programs will be evaluated. Modifications to programs will be made in order to ensure the programs are up-to-date and meet environmental restoration and waste management training and educational demands.

EG&G's Performance-Based Training organization, in cooperation with line and support organizations, has developed and delivered comprehensive training courses for employees (see "Training for the Retained Work Force" Section). Many of these courses implement Federal and State regulatory training requirements in areas such as worker health and safety, environmental safety, waste minimization, and waste management. Because the courses are directly applicable under the new mission, Performance-Based Training will continue to implement the courses. Performance-Based Training also will develop additional training as needed by the environmental restoration and waste management mission.

In addition to the current degree and certificate programs and courses offered through the Rocky Flats Institute (see "Training for the Retained Work Force" Section), a new certificate program is planned in the growing field of Hazardous Material Bioremediation to begin phased implementation in the Fall of 1993. The program expands the current content in the Institute's curricula areas of hazardous materials and radioactive waste management through inclusion of an environmental restoration curriculum in the growing field of hazardous material remediation. The program includes a basic biological science education and applies this knowledge to the biological remediation of hazardous material releases into ground water, surface water, and soil. When implemented, this will be the first program of its kind in the DOE Complex.

The Rocky Flats Plant Mission Transition Plan, Appendix I-2, July 1992, stated that a masters program offering a technical curriculum in the areas of Environmental Science and Engineering had been proposed as a joint effort between the Rocky Flats Plant and Colorado School of Mines. This program was implemented in FY1993 on the Colorado School of Mines campus for those employees who met the entrance requirements. Approximately 60 individuals are expected to be enrolled in FY1994.

Undergraduate programs in environmental sciences are available through the Education Reimbursement Program at area universities and colleges.

A program that has been offered and will continue to be offered is a masters degree program that provides selected courses of study in the area of Health Physics through the National Technological University, a national consortium of 41 schools. Currently, 14 Rocky Flats Plant employees are enrolled in this program.

Additionally, masters and certificate programs in Environmental Management and Policy are offered through the University of Denver. Employees can enroll through the Education Reimbursement Program. All costs associated with the programs discussed above are considered as contributing to the work force restructuring effort.

## TRAINING FOR THE SEPARATED EMPLOYEES

### Separated Employees Training

#### *Market Analysis*

A training program will be utilized to provide a means to assist separated employees—both voluntary and involuntary. This program will analyze local employment opportunities and communicate them through the Career Assistance Center to impacted workers. Local employment opportunities are being developed through a Rocky Flats Local Impacts Initiative contract. This will enable the workers to prepare themselves for positions that are available in the Denver/Metropolitan area. The Rocky Flats Plant will coordinate with publicly funded programs, such as Job Training Partnership Act monies, whenever possible to supplement DOE supplemental funding for all training programs in this Section. Extension of tuition reimbursement for 12 months past date of separation has been approved for those who are separated—either voluntarily or involuntarily—to assist in the coverage of employees' training needs.

A market analysis of available jobs will enable impacted workers to prepare themselves for positions which have a high probability of employment.

1. The Rocky Flats Local Impacts Initiative is surveying local industry and providing information back to Rocky Flats Plant.
2. The Career Assistance Center is acquiring data on jobs available nationally.
3. Colorado State Job Services agency is providing listings of current openings.

#### *Career Development*

Assessment of each person's current education, skills, and interests will be performed to arrive at the best possible solutions for the person involved in terms of job availability and individual interests. These assessments will be performed within the Career Assistance Center, which will be described in a later section.

#### *Skills Enhancement*

Skills enhancement will be provided by one or more of the educational institutions. Community colleges can design appropriate programs to meet students' individual needs. Once a new student completes the community college's assessment, a counselor or advisor will review assessment scores for skill levels in the areas of language, usage, reading, and mathematics. As needed, other educational institutions are prepared to offer special services on a contract basis through their outreach programs.

Separated Employees  
Training Programs

Cost Estimate: \$1,967,000

*Enhancement Training Within  
Career Field*

Training will be provided to those workers who voluntarily or involuntarily leave the Rocky Flats Plant. Tuition reimbursement funds will not exceed an average of \$5,000 per person served, supplemented as necessary by other available funds. Many impacted workers have skills that no longer match the requirements of other industries, because they have specialized in Rocky Flats Plant-specific work for a number of years. These individuals will be given the opportunity to enhance their skills within their existing career fields at appropriate educational institutions. This can often rapidly provide the skills and knowledge required to reenter the job market. A laid-off Maintenance Machinist can be used as an example. The individual may have excellent machining skills but no computer numerical control machining experience. Training could be provided through the community college system to develop those skills in an accelerated program. All such training will be approved by the Labor/Management Council for content, length of training, and cost.

*Retraining for New Career Field*

Some separated employees may have no marketable skills which would enable them to earn wages comparable to those paid at the Rocky Flats Plant. Some jobs at the Rocky Flats Plant are specialized to nuclear production and are not found in other industries. Surplus workers from such classifications, as well as other individuals requiring career changes, will choose to train themselves for entirely new fields of endeavor. In either case, several alternatives are available to individuals in these circumstances.

The first alternative they may choose is to start their own businesses using the Rocky Flats Local Impacts Initiative Rocky Flats Entrepreneur Development Program or by taking courses in operating small businesses from one of the local community colleges. These courses would prepare them to consult, begin their own small businesses, or buy existing businesses. The Small Business Administration has expressed support of these efforts and provides information and, where possible, loan support.

The second alternative would be to access tuition reimbursement and/or Job Training Partnership Act funds to educate themselves in new career fields. Environmental restoration and waste management coursework will be encouraged for those individuals who have interests in those directions. Community hiring needs will be communicated to surplus employees so they can match their educational programs to projected job openings. Educational counseling on the availability of curriculum, costs of educational programs, and transferability of credits will be provided through the outplacement counselors (described in a later section of this Plan), and by representatives of the educational institutions. These representatives will help to develop a Plan of Study appropriate to the individual's desires.

### *Specialized Educational Programs*

A third alternative is the possibility of establishing an Outplacement Apprenticeship Program which would create a program to train laid-off Rocky Flats Plant workers as apprentices for a number of small companies who could not afford to develop and staff an apprenticeship program of their own. Laid-off or current Rocky Flats Plant workers could be developed as instructors using instructional materials and tests developed by EG&G for its apprenticeship programs. These programs have already been approved by the Federal Department of Labor's Bureau of Apprenticeship and Training classroom. Training and administration costs would be paid by each contractor based on the number of apprentices they had enrolled in the program. On-the-job training and normal work activities would be paid by the new employer.

Specialized educational programs are those customized to meet the Rocky Flats Plant surplus worker needs and requirements by adjusting content, method of delivery, or timing of delivery. These will be developed by a variety of educational providers if a large enough number of impacted workers have interest in the same curriculum. This will occur with a university, college, or vocational technical school. All have the capability of customizing their educational delivery systems to address special industry requirements.

When possible, there would be many advantages to developing accelerated educational programs. In specific areas such as accounting, business administration, and computer information systems, accelerated coursework is currently available from the University of Phoenix and Regis University. Courses are available in secretarial skills, welding, and machining and can be accomplished more rapidly than programs on the normal semester system. The Front Range Community College has modified a number of courses to the Rocky Flats Plant requirements such as the hazardous materials management courses. The Technical Education Center of the Community College of Denver offers programs which can be entered at any time, are self-paced, and can be completed upon mastery of the curriculum.

These programs will be a part of the retraining solutions offered to separated employees. The resources of the Labor/Management Council will be utilized to identify the needs for such programs, and Performance-Based Training will assist in the development or procurement.

### *Training Time*

Retraining for separated workers may be during working hours without compensation when notice has been given but the person is still employed. After the person has actually departed the Rocky Flats Plant, retraining will be accomplished on a part- or full-time basis depending on the needs of the individual.

### *Training Development Program*

The Training Development Program will allow selected employees to work half-time and be in an approved education program half-time. They must agree to terminate without severance pay upon completion of their educational programs if no employment offers are received. Full health insurance benefits will be

*Educational Grants in Aid*

*Cost Estimate: \$342,000*

(Included in Separated Employees  
Training Program total, Page 21)

maintained during this time. The training development program will reduce current payroll costs, provide a mechanism to identify specific employees for future reductions, and allow a period of time for transfer of work assignments to other employees. It is also another way to encourage voluntary reduction of the Rocky Flats Plant population.

Employees who leave the Rocky Flats Plant under a voluntary or involuntary layoff and who are attending an approved college or university may be eligible for additional support for an additional 1-year period of time. Those employees carrying a full load of 15 credit hours or more per semester with a grade of "C" or better each semester may be allowed \$500 per month as a grant-in-aid to use for living costs in addition to other costs approved under tuition reimbursement.



## EXTERNAL PLACEMENT AND RELOCATION ASSISTANCE

### Preferential Treatment of DOE Complex Employees

External outplacement assistance will be provided to support those employees whose positions are deemed surplus, and hiring outside the DOE Complex is being minimized. A DOE network has been developed to share supply and demand information concerning employment opportunities throughout the Complex. The process for how openings will be filled within the DOE work force has also been addressed. A relocation plan has been developed which complies with contractual requirements. Outside hiring is considered only after specific criteria have been met.

Future employment opportunities at the Rocky Flats Plant will require review of involuntarily impacted workers within the DOE Complex before a contractor considers outside candidates. Separated Rocky Flats Plant workers will be given first consideration for future job openings. Currently, hourly contractor employees at the Rocky Flats Plant have recall rights in accordance with the provisions in their collective bargaining agreements. Salaried employees do not have specific recall rights but if rehired, are reinstated in accordance with existing contractor policies.

Impacted employees from elsewhere within the DOE Complex will be given consideration for positions for which they qualify. DOE has developed a Résumé Network described in the "Outplacement Assistance" Section, plus any additional résumés of impacted workers willing to relocate from each downsizing location will be kept on file for 12 months. These résumés will be reviewed for potential candidates prior to considering candidates from any non-DOE Complex source.

### External Hiring Criteria

For an EG&G or a WSI staffing requisition to be considered for external hire, a document is prepared demonstrating that the position meets the following criteria.

- It must have been recently posted at least twice for the general Rocky Flats Plant population to consider;
- If current employees were bidders for the position, they must be totally unqualified for this position or an acceptable lower level position in the same job family;
- The position is one of a kind and must be filled with someone who meets all education and experience requirements;
- Education or training programs do not exist which could provide a bidder with the necessary minimum qualifications in a reasonable period of time;
- All employees surplus within the past 12-month period at the Rocky Flats Plant and other DOE contractor sites have been considered for this position and do not qualify at the posted level or an acceptable lower level within the job family.

Other contractors are not currently downsizing and, therefore, do not have special criteria established for outside hiring.

### Relocation Assistance

*Cost Estimate: \$283,348*

Individuals who are hired into salaried exempt positions or who are deemed to be critically skilled as determined by the receiving DOE contractor location will be given the normal relocation

package granted at the receiving contractor site.

Any nonexempt or hourly involuntarily separated worker who does not meet the critically skilled criteria may be given a maximum of \$2,000 in actual allowable expenses toward relocation to a new DOE contractor facility by the Rocky Flats Plant. An employee who moves out of the area (50 miles or more) to take employment with a company that does not provide reimbursement for moving expenses in the course of normal business may be given a maximum of \$2,000 in actual allowable expenses.

## OUTPLACEMENT ASSISTANCE

*Cost Estimate: \$4,660,972*

### Career Assistance Center

Outplacement assistance will be provided for those employees whose positions are deemed surplus or who have taken voluntary separation as described in this Plan. Counseling services for employees before and after separation and the utilization of community resources for placement of employees will be part of this assistance.

A Career Assistance Center has been established. The Center contains office and some meeting space to accommodate the anticipated needs. This early opening permits assessment, career, and educational counseling to begin. It also provides an additional mechanism for enabling employees to begin education or skill enhancement efforts prior to receiving actual layoff notices. The Career Assistance Center will transition into another facility as demand increases.

An offsite Career Assistance Center will be opened at the earliest possible date. Fifty thousand dollars has been provided from the 1993 funding as initial startup funds. The Labor/Management Council will work with contractor Human Resources staff and the Governor's Job Training Office to coordinate the structure and staffing of the Career Assistance Center.

### Outplacement Services

Basic outplacement services may be contracted from an outside company on an "as needed" basis with approval by the Labor/Management Council. Other services will be provided by the Governor's Job Training Office through their contractors, and the Colorado AFL/CIO Education and Training Office. These services include unemployment survival workshops, a job search skills workshop, a résumé preparation seminar, an interview skills seminar, a job identification workshop, financial counseling, a briefing on community services, and résumé copying. Psychological counseling for those in need will be available to employees and their families as their insurance benefits and employee assistance programs allow.

### *Peer Displacement Advisors*

The Peer Displacement Advisors associated with the Labor/Management Council have been trained on all services and benefits available to impacted employees. They will guide their co-workers toward appropriate resources to alleviate worker concerns and collect employee concerns for Labor/Management Council considerations.

These Peer Displacement Advisors were selected to provide coverage in each major area on the Rocky Flats Plant and on each shift for both hourly and salaried employees. The Peer Displacement Advisors were given a training course, supplying them with the knowledge and skills to deal with individuals under stress and to recognize common problems and recommend possible solutions. They provide an additional information channel to employees in the workplace about work force restructuring activities. In addition, Peer Displacement Advisors act as a form of pressure relief by having a knowledgeable peer available to employees in the work areas. Peer Displacement Advisors are frequently updated on restructuring activities through meetings and bulletins.

## *Special Services*

### *Résumé Network*

A communications system will be established to determine DOE, EG&G, and WSI open positions at other locations and the job requirements for those positions. Special services, such as research to identify hiring companies nationally, may also be performed by various vendors on a contract basis.

Résumé books will be prepared and sent to companies around the country who are hiring and have needs for employees with the skills surplus at the Rocky Flats Plant. These will include DOE contractor locations, other company facilities, and other private and government entities. If sufficient numbers of impacted workers are available, a Job Fair will be held. Hiring companies will be invited to attend, and interviewing space will be provided.

Current legislation requires that employees at Defense Nuclear Facilities who are terminated be given preferential hiring consideration by other DOE facilities. In order to best facilitate a process by which résumés and qualifications can be readily available to all contractors, a résumé network system has been developed by DOE. The system provides the following services.

- Résumé distribution to Management and Operating contractors
- Opportunity announcements accessible to all separated or potentially separated workers
- Résumé development support for matching surplus workers with known vacancies
- Matching of separated or potentially separated workers with anticipated or existing vacancies
- Removal of expired vacancies
- Tracking and reporting of preferential hire opportunities

In order to assure equitable treatment of potentially separated workers and to encourage and support their preferential hiring, the following key factors have been identified as integral to effective compliance with the legislation.

- Early identification of surplus positions
- Required dissemination of information on separated workers
- Preferential consideration of separated workers
- Relocation assistance
- Records maintenance

A procedure has been established to guide the Management and Operating contractors in implementing this legislation in the short term. The plan also provides for an automated support system, a Job Opportunities Bulletin Board System with an integrated résumé referral subsystem. This Section is devoted to defining the implementation of the Job Opportunities Bulletin Board System. Overriding consideration has been given to an expeditious implementation using the established Department of Defense Transition Bulletin Board as the basis in order to quickly field a first version that will support the immediate needs of the Management and Operating contractors.

The telecommunications system will be based on the telephone system and will be accessible from any telephone line. A single

number will be used by all sites to access the Bulletin Board from their Human Resources offices or other locations as required. Control of access to the Bulletin Board will be by the use of registration numbers (or names) and passwords to avoid abuse by nonregistered users.

The onsite workstations located at the Outplacement Center will have access to the Bulletin Board through a site manager's registration number (or name) and associated password. Each site will need a compatible computer, modem, and telecommunications software.

The system implementation will proceed in phases. Each phase is designed to ensure the maximum value to the job seeker and the potential employer by obtaining design guidance from the user community. This will assure the best possible initial implementation and continued improvement of existing services while adding additional features or user friendliness.

The system will be implemented in ways that limit the need of the Management and Operating contractors to provide any additional reports. An important adjunct to limiting the requirements placed on Management and Operating contractors is the implementation of the Common Occupational Classification System. Management and Operating contractor input was critical to the development of this system and its integration into the 1992 Roadmap Addendum Effort. Reliance on this system is designed to reduce the burden on the Human Resources departments of the Management and Operating contractors while assuring the best possible matching of job seeker capabilities to contractor requirements. It also permits the gathering of statistical information from the Job Opportunities Bulletin Board System directly, thus limiting the need for contractor reporting and providing a level playing field for evaluating contractor compliance.

## *Assessments*

Assessments will be structured as a service within the Career Assistance Center. Assessments will assist surplus workers in identifying the following:

- Vocationally-related interests
- Applicable work experience and related skills
- Basic skills (reading, mathematics, etc.)
- Educational achievements (credits, certificates, and diplomas)
- Aptitudes (potential for learning new skills)
- Abilities (including knowledge and physical capacities)

The raw data will be compiled and, with the direct involvement of the employee, a written Individualized Plan of Action will be developed. The estimated \$500 per student cost for these assessments will be funded through the Career Assistance Center.

In addition, assessments and counseling related to education, experience, skills, and interests also will be performed by com-

*Staffing and Community  
Resource Coordination*

munity colleges and other local education providers. The main purpose of these assessments is to assist surplus employees in identifying their current strengths and needs so that they will build solid educational plans to support their career goals. Skills enhancement will be provided as needed by community colleges and other education providers.

Staffing of the Career Assistance Center will be a coordinated effort through the Labor/Management Council. Resources of outplacement contractors, each impacted Management and Operating contractor, various educational institutions, the Governor's Job Training Office, various State agencies, and the involved unions will be utilized as deemed appropriate. Roles will be defined for each set of participants based on their interests, abilities, and resources.

Outplacement activities will also be coordinated with the Rocky Flats Local Impacts Initiative. They are helping to identify available positions in the Denver/Metropolitan area. People will be matched to those positions immediately if they meet the necessary minimum qualifications or after retraining if they do not currently have the qualifications.

*Unemployment Survival  
Workshops*

Preparing workers for career changes after layoff is a crucial element for a successful outplacement program. Therefore, the Rocky Flats Plant will conduct unemployment survival workshops to provide workers with information about career transition options.

The seminars will provide information regarding the availability of potential career tracks, services, and resources that will be available to assist them, and possible outcomes after completion of career transition activities.

*Matrix for Job Matching*

To aid the matching of the Rocky Flats Plant impacted workers to open positions with other companies, the Rocky Flats Local Impacts Initiative staff has constructed a matrix of the Rocky Flats Plant positions with conversions to a database with Standard Occupational Codes and matches to the *Dictionary of Occupational Titles* and *Standard Industrial Codes*. This will allow standardizing of job titles between the Rocky Flats Plant and other companies by using standard descriptors for like positions. This process will enable companies to clearly understand the work a Rocky Flats Plant employee has been performing and its applications to their own environments.

## CONSULTATION WITH OUTSIDE SOURCES

### Employee and Stakeholder Input and Review

#### Methods of Employee and Stakeholder Input and Review

##### *All Employees*

##### *Local and National Representatives of Bargaining Units*

##### *Government, Educational, and Community Institutions*

In compliance with Section 3161 of the National Defense Authorization Act, a mechanism has been developed to utilize publicly funded consultation programs. Consultation with outside agencies is required to support the Plan.

This Plan has been developed by DOE with the input and review of a wide variety of stakeholders. The primary stakeholders at the Rocky Flats Plant—EG&G, J. A. Jones, RFO, WSI, organized bargaining units such as the United Government Security Officers of America and United Steelworkers of America, and the Rocky Flats Plant Labor/Management Council—were involved in the Plan development. Additional inputs to the Plan were provided by the Rocky Flats Local Impacts Initiative. The Rocky Flats Local Impacts Initiative is the primary area stakeholder group comprised of local business, community, education, and government representatives acting as community stakeholders, as well as the Rocky Flats Plant employee representatives, whose purpose is to identify and suggest means for mitigating the negative impacts of mission and production changes at the Rocky Flats Plant. Many of the Rocky Flats Local Impacts Initiative activities are described in the "Community Impact Assistance" Section. Multiple Rocky Flats Local Impacts Initiative meetings were held. Some were designed to gather general input while others were to assure interface with and input from State and community agencies and local educational institutions. Participants gave input to re-training, job availability, economic development, and downsizing options.

- Public meetings
- Rocky Flats Local Impacts Initiative meetings
- Employee surveys
- Employee hotline
- Plan distribution and response
- Rocky Flats Plant open house
- Letters to the Editor
- Rocky Flats Plant publications
- RFO subcommittee meetings
- Peer Displacement Advisors meetings
- DOE national stakeholders meeting

- Public meetings
- Individual meetings with union leaders
- Rocky Flats Local Impacts Initiative meetings
- Plan distribution and response
- DOE national stakeholders meeting

- Public meetings
- Rocky Flats Local Impacts Initiative meetings
- Plan distribution and response
- DOE national stakeholders meeting

## COMMUNITY IMPACT ASSISTANCE

### Mitigate Economic Impact on Local Communities

#### Rocky Flats Local Impacts Initiative Activities

*Cost Estimate: \$500,000*

Many businesses and local government service agencies will be significantly impacted by the work force restructuring at the Rocky Flats Plant. The community impact assistance described below is designed to offset the effects of the work force restructuring. The Rocky Flats Plant employees who are impacted by restructuring efforts are an important part of the picture. However, economic impact studies such as the one prepared by Tucker Hart Adams on the economic benefits of the Rocky Flats Plant show that for each Rocky Flats Plant employee who loses his/her job, there are another 2.7 people in the community who are laid off to compensate for the reduced spending for other goods and services. These numbers can place a severe strain on the support services offered by local governments and agencies. Therefore, retraining and outplacement programs are designed to help separated employees find other work as quickly as possible and at generally comparable rates.

A goal of the Work Force Restructuring Plan is to minimize the economic impacts on local communities. Much of this will be accomplished by the programs and activities described previously. Allowing employees to leave voluntarily means that people who are best prepared and desirous of other employment are those who leave. Many already have other employment opportunities available to them or currently operate small businesses they can expand. Others will take a voluntary separation payment program when it is offered. Most people in the aforementioned situations will remain in the area and will not tax the services of the community.

The Rocky Flats Local Impacts Initiative has provided information to the Rocky Flats Plant regarding the kinds of job openings available in the Denver/Metropolitan area through surveys of local businesses. This information will aid the Rocky Flats Plant in determining appropriate job training programs for impacted employees and provide job placement of separated workers. The Rocky Flats Local Impacts Initiative also is offering courses to the Rocky Flats Plant employees on how to start up their own small businesses. Three sessions have been given with almost 500 employees and guests attending. The sessions were taped and are available to other employees who were unable to attend the formal sessions. Associated printed materials are also available.

The Rocky Flats Local Impacts Initiative is also doing economic development work to attract businesses to the area which need the work force skills which will be surplus from the Rocky Flats Plant.

The Rocky Flats Local Impacts Initiative staff has also constructed the matrix of the Rocky Flats Plant positions with conversions to a database with standard occupational codes and matches to the *Dictionary of Occupational Titles* and *Standard Industrial Codes*. This process will allow easy matching of jobs between the Rocky Flats Plant and other companies by using standard descriptors for similar positions.



## Economic Conversion

EG&G, RFO, and the Rocky Flats Local Impacts Initiative also are working toward a plan which will allow economic conversion of a number of the Rocky Flats Plant facilities. The companies who may use those facilities are committed to hiring the Rocky Flats Plant-impacted workers to staff their activities. Specifically, the objective is to develop a policy to allow private sector firms to use DOE facilities, capabilities, and equipment to reemploy current DOE workers in the private sector.

Current estimates are that private firms might offer many employees the opportunities to depart from their existing jobs voluntarily. Because private firms are interested in the existing skills of the workers, retraining would not be necessary, thereby producing a net savings in retraining.

In addition, DOE will obtain operations and maintenance savings as private sector business would cover the operating expenses for the building. This is a savings to DOE because many of these costs would be incurred by DOE throughout environmental restoration and waste management activities even if the buildings remained vacant.

The objective of economic conversion offers RFO, the workers, and the communities surrounding the Rocky Flats Plant a positive solution which would minimize social and economic impacts. This objective would develop a partnership with the community that seeks to find economic uses for nonnuclear manufacturing facilities that would save the DOE and the taxpayers many dollars.

## MEASURING RESULTS AND UPDATING THE PLAN

### Measurement of Results

#### *Rocky Flats Plant Results*

#### *Local Community Initiatives*

### Update of Plan

A feedback program will be utilized to evaluate the restructuring program and to provide for future Plan updates, as required by Section 3161 of the National Defense Authorization Act. Annual updates of the Plan will be submitted as specified in the requirements.

Section 3161 requires a Plan be updated no later than 1 year after its initial release and on an annual basis thereafter. The update should reflect any relevant changes in circumstances since the previous plan update and should contain an evaluation of the implementation of the Plan during the previous year. Therefore, the Rocky Flats Plant will maintain records that keep track of the employees' use of the various restructuring activities and the expenditures on those activities; e.g., how many accepted voluntary separation and what the costs were of these incentives; how many enrolled in retraining programs and what the costs of retraining were; how many were transferred to either new jobs within the DOE Complex or to new jobs offsite and the costs of relocation; etc. The Plan update will also report on the completed actions and future plans of local community impact initiatives.

The community, through the Rocky Flats Local Impacts Initiative, has developed a work plan to formulate a strategy to transform changes at the Rocky Flats Plant into economic, socioeconomic, educational, land use, environmental, and infrastructure advantages. Specifically, the Initiative will

- promote integration of environmental restoration/waste management, socioeconomic impacts mitigation, desired long-term land and facilities uses, worker assistance, and economic development, with DOE plans and policies.
- serve as a liaison from the community to DOE for plans and programs relating to the changing mission of the Rocky Flats Plant and its impact on local communities.
- address the needs of workers and their families affected by operational changes at the Rocky Flats Plant by analyzing worker and vendor skills, identifying and analyzing existing assistance programs, recommending new programs and efforts to meet these needs, and coordinating and facilitating to ensure effective delivery of services.
- convene and coordinate an inclusive planning process to determine long-term land and building uses and policies desired by the community, and coordinate plans for implementation.
- coordinate local economic development efforts to achieve a goal of no net loss of jobs for separated workers through job opportunities with existing companies and attraction of new companies.
- define other local economic and social impacts resulting from operational changes at the Rocky Flats Plant, and design or advocate programs to mitigate them.

This Plan will be updated no later than 1 year after its initial release and on an annual basis thereafter. Each update will reflect any relevant changes in circumstances and will contain

the evaluation of the implementation of the Plan during the previous year. This updated Plan will be submitted to DOE Headquarters and, as required by National Defense Authorization Act, Section 3161, to Congress as well.

**APPENDIX 1 -  
FY1994 BUDGET**

**FY1994 Budget Summary**  
**(Initial Baseline)**

	<b><u>FY1994</u></b> <b><u>Cost Outlay</u></b>
Stockpile Support	\$137,145,000
Environmental Management	619,146,000
Other Programs	<u>16,034,000</u>
<b>TOTAL OPERATING EXPENSES</b> <b>(excludes capital)</b>	<b>\$772,325,000</b>

**APPENDIX 2 -  
WORK FORCE RESTRUCTURING CHARTS**

# **Department of Energy / Rocky Flats Office** **Work Force Restructuring Chart**

	<u>Management</u>	<u>Engineering</u>	<u>Science</u>	<u>Administrative</u>	<u>Clerk</u>	<u>Technicians</u>	<u>TOTAL</u>
	<u>DP EM</u>	<u>DP EM</u>	<u>DP EM</u>	<u>DP EM</u>	<u>DP EM</u>	<u>DP EM</u>	<u>DP EM</u>
FY93	<u>20   3</u> 23	<u>51   9</u> 60	<u>20   15</u> 35	<u>77   1</u> 78	<u>11   5</u> 16	<u>4   0</u> 4	<u>183   33</u> 216
FY94	<u>0   23</u> 23	<u>19   40</u> 59	<u>3   32</u> 35	<u>4   70</u> 74	<u>0   16</u> 16	<u>0   4</u> 4	<u>26   185</u> 211
FY95	<u>0   23</u> 23	<u>3   56</u> 59	<u>0   35</u> 35	<u>0   71</u> 71	<u>0   16</u> 16	<u>0   4</u> 4	<u>3   205</u> 208
FY96	<u>0   23</u> 23	<u>0   59</u> 59	<u>0   35</u> 35	<u>0   71</u> 71	<u>0   16</u> 16	<u>0   4</u> 4	<u>0   208</u> 208
Reduction	<u>0</u>	<u>1</u>	<u>0</u>	<u>7</u>	<u>0</u>	<u>0</u>	<u>8</u>

## **EG&G** **Work Force Restructuring Chart\***

	<u>Mgmt</u>	<u>Engineers</u>	<u>Science</u>	<u>Admin.</u>	<u>Clerk</u>	<u>Techs</u>	<u>Craft</u>	<u>Operators</u>	<u>Labor</u>	<u>TOTAL</u>
	<u>DP EM</u>	<u>DP EM</u>	<u>DP EM</u>	<u>DP EM</u>	<u>DP EM</u>	<u>DP EM</u>	<u>DP EM</u>	<u>DP EM</u>	<u>DP EM</u>	<u>DP EM</u>
FY93	<u>585   175</u> 760	<u>780   235</u> 1015	<u>230   70</u> 300	<u>1335   405</u> 1740	<u>665   200</u> 865	<u>565   170</u> 735	<u>570   170</u> 740	<u>310   95</u> 405	<u>260   80</u> 340	<u>5300   1600</u> 6900
FY94	<u>165   555</u> 720	<u>225   735</u> 960	<u>65   220</u> 285	<u>385   1260</u> 1645	<u>190   620</u> 810	<u>145   485</u> 630	<u>145   480</u> 625	<u>80   260</u> 340	<u>65   220</u> 285	<u>1465   4835</u> 6300
FY95	<u>100   590</u> 690	<u>135   800</u> 935	<u>40   235</u> 275	<u>230   1365</u> 1595	<u>115   665</u> 780	<u>85   480</u> 565	<u>80   470</u> 550	<u>45   255</u> 300	<u>35   225</u> 260	<u>865   5085</u> 5950
FY96	<u>70   620</u> 690	<u>95   840</u> 935	<u>25   250</u> 275	<u>160   1435</u> 1595	<u>80   700</u> 780	<u>60   505</u> 565	<u>55   495</u> 550	<u>30   270</u> 300	<u>25   235</u> 260	<u>600   5350</u> 5950
Reduction	<u>70</u>	<u>80</u>	<u>25</u>	<u>145</u>	<u>85</u>	<u>170</u>	<u>190</u>	<u>105</u>	<u>80</u>	<u>950</u>

DP = Defense Programs  
EM = Environmental Management

\*All numbers reflect year-end numbers.

**J. A. Jones**  
**Work Force Restructuring Chart**

	<u>Management</u>	<u>Administrative</u>	<u>Clerk</u>	<u>Construction</u>	<u>TOTAL</u>
FY93	8	29	5	87	129
FY94	8	29	10	250	297
FY95	8	29	10	250	297
FY96	<u>8</u>	<u>29</u>	<u>10</u>	<u>250</u>	<u>297</u>
<b>Addition</b>	0	0	5	163	168

**Wackenhut Services, Inc.**  
**Work Force Restructuring Chart**

	<u>Hourly</u>	<u>Salaried/Exempt</u>	<u>Salaried/Nonexempt</u>	<u>TOTAL</u>
FY93	347	151	57	555
FY94	317	135	54	506
FY95	317	135	54	506
FY96	<u>317</u>	<u>135</u>	<u>54</u>	<u>506</u>
<b>Reduction</b>	30	16	3	49



**APPENDIX 3-  
COST ESTIMATES FOR WORK FORCE  
RESTRUCTURING PLAN**

# Budget Proposal for Rocky Flats Plant FY1993/1994 Work Force Restructuring Plan

## General Information

This budget proposal corresponds to the Work Force Restructuring Plan dated September 13, 1993, and provides cost estimates for the efforts outlined in the Plan. General assumptions are as follows.

- The highest priority is to minimize involuntary layoffs, within budget constraints.
- In order to have a successful voluntary separation plan, additional payments are required.
- An early retirement is not currently proposed because an early retirement was offered to EG&G employees in 1992. The early retirement plan was accepted by just less than half of those eligible.
- The demographics of Rocky Flats Plant employees in the 10 to 20 years of service are such that they are unlikely to be interested in early retirement because of their young ages. Even adding time to their service credits and age, these employees will not qualify to retire. Only those interested in alternative careers would accept.

**VOLUNTARY SEPARATION PLAN**

	<u># People</u>	<u>Cost per Option</u>	<u>Total Cost</u>
Voluntary Separation Payment	649	\$16,338	
<b><u>Total Voluntary Separation Payment Plan</u></b>			<b>\$10,603,362</b>

**HEALTH INSURANCE CONTINUATION**

All severed employees - 6 months @ \$500/month			\$1,947,000
75% severed employees - 2nd 6 months @ \$500/month			<u>1,460,250</u>
<b><u>Total Health Insurance Continuation</u></b>			<b>\$3,407,250</b>

**CAREER ASSISTANCE CENTERS / OUTPLACEMENT SERVICES**

Labor/Management Council			
Meeting time and Career Assistance Center Oversight			\$320,367
Travel			<u>5,850</u>
<b>Total Labor/Management Council</b>			<b>\$326,217</b>

Peer Displacement Advisors			
65 PDAs - Labor dollars for advising and monthly meetings			\$957,505
Training for new PDAs			8,882
Labor dollars for employees being advised			<u>757,668</u>
<b>Total Peer Displacement Advisors</b>			<b>\$1,724,055</b>

Assessments @ \$500 per person for 800 people*			\$400,000
Classroom training - résumé writing, etc.			\$40,000

Unemployment Survival Workshops for "At-Risk" Employees			
Employee labor dollars for attendance			\$373,793
Travel to workshop site			<u>20,813</u>
<b>Total Unemployment Survival Workshops</b>			<b>\$394,606</b>

**Career Assistance Centers (onsite and offsite)**

	<u># People*</u>	<u>Cost per Option</u>	<u>Total Cost</u>
Contract services used by all	800	\$100	\$80,000
Special services @ \$40/hour	175	40	7,000
Facility costs:			
Labor dollars for Rocky Flats staffing of Centers			588,918
Employee labor dollars for utilizing services			804,638
Staff travel to offsite Center			3,450
Supplies			6,288
Contract counselors & support	4	25,000	100,000
Initial month set-up & furnishings	1	61,500	61,500
Subsequent months, including rental equipment and utilities	11	11,300	<u>124,300</u>
<b>Total Career Assistance Centers</b>			<b>\$1,776,094</b>

**Total Career Assistance Centers / Outplacement Services** **\$4,660,972**

\*This total number exceeds the amount of people who will be separated as more people will be utilizing the Career Assistance Center than will leave Plantsite.

**RELOCATION**

Workers going to other employers, including DOE locations	130	2,000	260,000
Staff counseling and processing of relocations			23,348
<b><u>Total Relocation</u></b>			<b>\$283,348</b>

**RETRAINING OF SEPARATED EMPLOYEES**

Based on the aforementioned assumptions and the separation plan assumptions

- 182 hourly workers will separate 91 will retrain
- 467 salaried workers will separate 234 will retrain

Assumes the voluntary separations will be in the same proportion as the current work force.

	<u>#People</u>	<u>Average Cost Per Person</u>	<u>Total Cost</u>
Employee Retraining	325	\$5,000	\$1,625,000
Grants-in-Aid			
25% of degree candidates (227)	57	6,000	<u>342,000</u>
<b><u>Total Retraining for Separated Employees</u></b>			<b>\$1,967,000</b>

## RETRAINING OF RETAINED WORKERS

### Hourly worker retraining

#### Assumptions:

- 2,000 hourly employees on Plant after reduction in force in FY1994
- 1,000 will bid or bump to new positions
- One-half or 500 will require some retraining
- 250 will be in highest cost program (progression)
- 250 will require less costly program (25% of progression)
- Full cost progression program is \$33,000 (first year only)

	<u># People</u>	<u>Cost per Option</u>	<u>Total Cost</u>
<b>Progression-type training</b>			
Full cost progression program	250	\$33,000	\$8,250,000
25% cost progression program	250	8,250	<u>2,062,500</u>
<b>Total cost to retrain hourly retained workers</b>			<b>\$10,312,500</b>
 Less normal progression and other	130		
50% in progression	65	33,000	(2,145,000)
50% in less costly programs	65	8,250	<u>(536,250)</u>
 Net cost from supplemental funds			<b>\$7,631,250</b>
<b>Skills enhancement training (includes hourly and salaried employees)</b>			
7 to 9% need skills enhancement			
(reading, math, science, etc.)	80	4,000	320,000
Equivalency program			
25% require training			
(includes pay while training)	125	22,000	2,750,000
Rocky Flats Institute			
(ER&WM skills)	1476	275	405,900
Less FY1993 baseline cost			<u>(334,000)</u>
 Net cost from supplemental funds (based on enrollment trends)			<b>\$3,141,900</b>
 <b>Total Rocky Flats Plant Site-Specific and Job-Related Training</b>			<b>\$10,773,150</b>

It is assumed that salaried employees will continue to enhance their capabilities, both to support the new Plant mission and to prepare for further downsizing at the Rocky Flats Plant in future years, requiring them to reenter the job market. Only the increase in the cost since the change in mission is considered here as an increment to be funded under work force restructuring.

### Tuition Reimbursement

Tuition reimbursement program			5,500,000
(based on FY1994 requests for reimbursement from initial budget/plan)			
Less FY1991 baseline	508	1,441	<u>(732,028)</u>

**Total Tuition Reimbursement for Retained Workers** **\$4,767,972**

**Total Training of Retained Workers** **\$15,541,122**

**ROCKY FLATS LOCAL IMPACTS INITIATIVE** **\$500,000**

To support economic development and work force restructuring

**TOTAL COST OF WORK FORCE RESTRUCTURING PLAN** **\$36,963,054**

## DETAILED ASSUMPTIONS BY CATEGORY OF COST

- **Voluntary Separation Plan**

Acceptance rate percentages are assumed highest with employees with lower and higher years of service. Those with lower years of service are more likely to have easily marketable skills. Those with higher years of service will often be able to pair the voluntary separation plan with retirement for an attractive overall package. (See attached assumptions.)

- **Health Insurance Benefits**

The continuation of health insurance benefits is as follows:

- Twelve months fully paid (or until employee is eligible to be covered by another group insurance plan or Medicare)
- Twelve months paid - one-half of COBRA rate paid by employee and one-half paid by Department of Energy (or until employee is eligible to be covered by another group insurance plan or Medicare)
- All additional benefits at the COBRA rate to employee, if needed

The cost estimate assumes that one-quarter of those separated will be reemployed and covered by the new employers' plans at the end of six months.

- **Outplacement Assistance Assumptions**

Outplacement Assistance consists of classroom training in résumé writing, interviewing, etc., as well as individual counseling as to aptitude, interest, personal growth plans, and career options.

- **Relocation Assumptions**

It is assumed that some employees will be unable to find positions in the vicinity of the Rocky Flats Plant but will be able to find similar positions with other Department of Energy facilities or with other companies out of the Denver Metropolitan area and will want to relocate for those positions.

It is further assumed that only 15 percent of the separated employees who are not effective retirements (i.e., more than 25 years of service) will require relocation assistance.

- **Retraining Assumptions**

The Plan assumes that 50 percent of workers who separate voluntarily will seek additional education. This is based upon the skill level of certain workers of junior rank who are susceptible to involuntary separation and who will opt for the payments in the Plan and an opportunity to enhance their skills. It is also assumed that even those with relatively current skills may require additional technical training to find positions in a highly competitive job market.

The numbers used to estimate the cost of the training are based upon a survey of local educational institutions and on current costs from the tuition reimbursement program.

- **Retained Worker Training Assumptions**

The Plan provides for the cost of retraining workers who remain at the Rocky Flats Plant but no longer have the skills required to perform the positions available under the new mission. Union employees will be separated (if not voluntarily) by seniority. In addition, as positions are eliminated, remaining workers will be bidding for the highest level positions for which they can qualify and bumping incumbents out of positions for which they are qualified. It is very possible that over 50 percent of the hourly work force remaining will be changing positions. Due to the requirements to perform new tasks in new buildings, there will be significant training required just to get workers the basic knowledge to perform their jobs. These requirements are driven by conduct of operations requirements, DOE Orders, and regulations. Only the increase over normal training costs incurred at the Rocky Flats Plant are included in this proposal.

# EG+G Rocky Flats Plant Reduction-in-Force Hourly Participants

Years of Service	Count	Total Pay	Percent Ann Pay	Acceptance Rate	Severance Amount	Number Accepted
0-1	192	1,942,658	25%	12.0%	58,179	23
2	385	12,637,311	27%	12.0%	407,676	46
3	126	4,139,512	29%	12.0%	142,912	15
4	72	2,536,664	31%	10.0%	76,452	7
5	10	350,418	33%	7.5%	11,564	1
6	30	979,139	35%	7.5%	22,847	2
7	31	1,032,969	37%	7.5%	24,658	2
8	175	5,940,667	39%	6.0%	145,631	11
9	197	6,747,457	41%	5.0%	140,429	10
10	268	9,347,041	43%	5.0%	194,963	13
11	179	6,277,045	45%	5.0%	142,023	9
12	129	4,498,874	47%	5.0%	98,347	6
13	72	2,503,717	49%	5.0%	68,157	4
14	98	3,485,186	52%	5.0%	92,464	5
15	62	2,205,236	55%	5.0%	58,688	3
16	13	463,216	58%	5.0%	20,667	1
17	6	213,699	61%	5.0%	0	0
18	25	882,689	64%	5.0%	22,597	1
19	12	401,773	67%	5.0%	22,432	1
20	6	217,818	70%	5.0%	0	0
21	23	814,445	73%	5.0%	25,850	1
22	48	1,684,051	76%	5.0%	53,328	2
23	40	1,405,685	79%	5.0%	55,525	2
24	24	869,731	82%	5.0%	29,716	1
25-26	23	818,293	85%	15.0%	90,724	3
27-28	3	111,987	88%	17.0%	32,850	1
29-30	11	445,661	91%	35.0%	147,473	4
31-32	7	256,943	94%	35.0%	69,008	2
33-34	6	222,435	97%	50.0%	107,881	3
35+	5	186,388	100%	50.0%	111,833	3
	2278	73,618,708		Average	2,474,871 \$13,598	182

# EG+G Rocky Flats Plant Reduction-in-Force Salaried Participants

Years of Service	Count	Total Pay	Percent Ann Pay	Acceptance Rate	Severance Amount	Number Accepted
0-1	1229	46,756,693	25%	14.0%	1,635,914	172
2	870	35,347,932	27%	13.0%	1,239,615	113
3	190	7,198,980	29%	12.0%	252,722	23
4	127	5,170,980	31%	11.0%	176,709	14
5	53	2,044,140	33%	10.0%	63,638	5
6	41	1,702,260	35%	9.0%	58,126	4
7	96	3,954,000	37%	8.0%	121,915	8
8	324	13,664,760	39%	7.0%	378,311	23
9	222	9,608,280	41%	6.0%	230,685	13
10	305	13,890,756	43%	5.0%	293,755	15
11	229	10,322,520	45%	5.0%	223,129	11
12	145	6,826,824	47%	5.0%	154,898	7
13	73	3,239,820	49%	5.0%	86,987	4
14	119	5,969,820	52%	5.5%	182,606	7
15	78	3,765,060	55%	5.0%	106,194	4
16	42	2,191,920	58%	5.0%	60,539	2
17	15	910,800	61%	5.0%	37,039	1
18	44	2,254,680	64%	5.0%	65,591	2
19	14	642,300	67%	8.0%	30,739	1
20	17	934,622	70%	9.0%	76,969	2
21	23	1,121,400	73%	9.0%	71,185	2
22	56	2,882,460	76%	8.0%	156,476	4
23	53	2,876,700	79%	7.0%	171,516	4
24	44	2,395,560	82%	8.0%	178,578	4
25-26	42	2,225,160	85%	10.0%	180,132	4
27-28	21	1,206,180	88%	12.0%	151,634	3
29-30	46	2,621,700	91%	15.0%	363,048	7
31-32	17	906,420	94%	25.0%	200,479	4
33-34	6	327,780	97%	25.0%	105,982	2
35+	7	401,040	100%	25.0%	114,583	2
4548		193,361,547	Average		7,169,696 \$15,353	467

Computation of total cost		
Salaried	467 x \$15,353=	7,169,851
Hourly	182 x \$13,598=	2,474,836
		9,644,687
	Payroll taxes, estimated	958,675
	Total cost per Plan	10,603,362



**APPENDIX 4--  
VOLUNTARY SEPARATION PROGRAM**

## Rocky Flats Plant Voluntary Separation Plan Guidelines

The following guidelines have been established to accomplish work force restructuring activities under Section 3161 of the National Defense Authorization Act.

- Rocky Flats Plant Voluntary Separation Plan Benefits
  - Voluntary separation payments will be based on continuous service since the latest hire date with the current contractor or its predecessors at the Rocky Flats or Oxnard facilities in accordance with the attached table.
  - Continuation of company-paid medical benefits for two years (100 percent the first year, 50 percent of the applicable Consolidated Omnibus Reconciliation Act [COBRA] rate the second year), and continued thereafter at employee expense (COBRA rate), provided an employee is not eligible under another plan or Medicare.
  - Outplacement services will be provided onsite prior to separation and subsequent to separation from the Plant at the offsite Career Assistance Center.
  - Relocation expenses of \$2,000 will be reimbursed for documented expenses of relocation during the 12 months following separation, provided the hiring company does not reimburse relocation.
  - Tuition reimbursement up to an average of \$5,000 per participant will be reimbursed for an approved course of study.
  - Employees of EG&G, J. A. Jones, WSI, and eligible subcontractors with less than 5 years of service who voluntarily separate and who are currently enrolled in the Rocky Flats Plant Thrift Plan will become fully vested in the Thrift Plan. As a result, these employees will be eligible to roll company and deferred funds, including interest earned thereon, into an approved IRA.
- Eligibility for Voluntary Separation Plan
  - All M&O contractor and eligible subcontractor personnel (as defined in the introduction of the Rocky Flats Plant Work Force Restructuring Plan) at the Rocky Flats and Oxnard facilities are eligible to apply for voluntary separation when offered by their employer.
  - Each application will be screened by the M&O contractor or eligible subcontractor, using the following criteria to accept or reject those applicants.
    - \* Impact to critical environmental, safety, and health mission supported by the applicant,
    - \* Impact to critical Safeguards and Security mission supported by the applicant,

- \* Impact to critical Nonplutonium Production mission supported by the applicant,
  - \* Creates a condition which would require hiring offsite to backfill the vacancy,
  - \* Probability that the applicant will be involuntarily separated,
  - \* Probability that the voluntary separation by the applicant will save another worker from being involuntarily separated.
- Rocky Flats Plant anticipates that applications for voluntary separations will be periodically requested until the Plant reaches its base level of employment in FY1996. Applications will be solicited as necessary to meet workforce restructuring needs.
  - Significant events such as those listed below may require reductions in the Rocky Flats Plant workforce. M&O contractors and eligible subcontractors will use the Voluntary Separation Plan as the first method to reduce the size of the Rocky Flats Plant workforce before invoking involuntary separations.
 

- August 15, 1994	Final Work Packages completed for FY1995
- TBD	Renegotiation of the EPA/CDH/DOE Interagency Agreement (IAG)
- September 30, 1995	Completion of the nonplutonium work and subsequent FY1996 transfer to Kansas City Area Office or Nevada Operations Office
- December 31, 1995	Change to contracting methodology for managing Rocky Flats work under new scope of work.

**Rocky Flats Plant**  
**Voluntary Separation Payment Program**

<b><u>Years of Service</u></b>	<b><u>Percent of Annual Base Pay</u></b>
1 year or less	25
2	27
3	29
4	31
5	33
6	35
7	37
8	39
9	41
10	43
11	45
12	47
13	49
14	52
15	55
16	58
17	61
18	64
19	67
20	70
21	73
22	76
23	79
24	82
25-26	85
27-28	88
29-30	91
31-32	94
33-34	97
35+	100

**APPENDIX 5--  
COST MATRIX BY FISCAL YEAR FOR WORK  
FORCE RESTRUCTURING**

## Rocky Flats Plant Cost Matrix by Fiscal Year for Work Force Restructuring\*

**TABLE 5.1** Cost Matrix by Fiscal Year for Total Work Force Restructuring  
600 EG&G Employees and 49 Wackenhut Services, Inc., Employees - Assume 449 separate first  
quarter and 200 separate fourth quarter.

<u>Initiative</u>	<u>FY1993</u>	<u>FY1994</u>	<u>FY1995</u>	<u>TOTAL</u>
Voluntary Separation Payment Plan		\$10,603,362	-0-	\$10,603,362
Health Insurance Continuation		2,657,136	\$750,114	3,407,250
Career Assistance Center/Outplacement Services † \$95,000*		4,660,972	-0-	4,660,972
Relocation		217,852	65,496	283,348
Retraining for Separated Workers		1,512,328	454,672	1,967,000
Plant-Specific and Job-Related Training		8,282,936	2,490,214	10,773,150
Tuition Reimbursement for Retained Workers		4,767,972	-0-	4,767,972
Rocky Flats Local Impacts Initiative †		<u>500,000</u>	<u>-0-</u>	<u>500,000</u>
<b>TOTAL COST OF ROCKY FLATS WORK FORCE RESTRUCTURING PLAN</b>	<b>\$95,000</b>	<b>\$33,202,558</b>	<b>3,760,496</b>	<b>36,963,054</b>

**TABLE 5.2** Cost Matrix by Fiscal Year for Work Force Restructuring for 600 EG&G Employees

<u>Initiative</u>	<u>FY1994</u>	<u>FY1995</u>	<u>TOTAL</u>
Voluntary Separation Payment Plan	\$9,802,808	-0-	\$9,802,808
Health Insurance Continuation	2,456,522	\$750,114	3,206,636
Relocation	196,459	65,496	261,955
Retraining for Separated Workers	1,398,147	454,672	1,852,819
Plant-Specific and Job-Related Training	8,282,936	2,490,214	10,773,150
Tuition Reimbursement for Retained Workers	<u>4,767,972</u>	<u>-0-</u>	<u>4,767,972</u>
<b>TOTAL COST OF EG&amp;G WORK FORCE RESTRUCTURING PLAN</b>	<b>\$26,904,844</b>	<b>\$3,760,496</b>	<b>\$30,665,340</b>

\*The numbers itemized in these tables are for the FY1994 request. The FY1995 overall budget will be submitted at a later date.

†The Career Assistance Center and the Rocky Flats Local Impacts Initiative will not be matrixed through either EG&G or Wackenhut Services, Inc., but is a general Plant initiative.

\*Funds already expended are not included in the totals.

**TABLE 5.3      Cost Matrix by Fiscal Year for Work Force Restructuring for 49 Wackenhut Services, Inc., Employees**

<b>Initiative</b>	<b>FY1994</b>	<b>FY1995</b>	<b>TOTAL</b>
Voluntary Separation Payment Plan	\$800,554	-0-	\$800,554
Health Insurance Continuation	200,614	-0-	200,614
Relocation	21,393	-0-	21,393
Retraining for Separated Workers	<u>114,181</u>	<u>-0-</u>	<u>114,181</u>
<b>TOTAL COST OF WACKENHUT SERVICES, INC., WORK FORCE RESTRUCTURING PLAN</b>	<b>\$1,136,742</b>	<b>-0-</b>	<b>\$1,136,742</b>

**APPENDIX 6--  
120-DAY NOTIFICATION LETTERS**





EG&G ROCKY FLATS, INC.  
ROCKY FLATS PLANT, P.O. BOX 464, GOLDEN, COLORADO 80402-0464 • (303) 966-7000

93-RF-7519

120-DAY NOTIFICATION OF WORK FORCE RESTRUCTURING - HPM-323-93

Ref: A. H. Pauole ltr to H. P. Mann, 120-Day Notification of Work Force Restructuring, June 1, 1993

Attached is a copy of the letter which was distributed to all employees providing the 120-day notification of pending work force realignments and potential reductions in force. In addition to the letter which was sent to each employee, there have been several articles published in *The Paper* and announcements made on the public address system concerning the 120-day notice and the work force realignment.

An employee open house, which included an educational fair, was held for all employees at the Windsite facility. The open house addressed concerns of those who felt their jobs were at high risk. There have also been two offsite open houses to discuss the Work Force Restructuring Plan with employees. The Rocky Flats Local Impacts Initiative also held two similar meetings to discuss the Plan.

The above-referenced letter requested a supplementary budget request for additional funding for the Plan. This budget request was submitted to the Department of Energy (DOE)/Rocky Flats Office (RFO) from Gary E. Marx, Letter Number 93-RF-7172, on June 10, 1993.

H. P. Mann  
General Manager

**MMD:bjm**

Orig. and 1 cc - A. H. Pauole

**Attachment:  
As Stated**

RESOURCES CONTROL	x	x
MIN RECORD		
AFFIC		

**CLASSIFICATION:**

CNI		
UNCLASSIFIED		
CONFIDENTIAL		
SECRET		

## HORIZED CLASSIFIER

SIGNATURE  
A. Per R  
Hoffman  
TE

REPLY TO BFP CC NO:  
2374-RC43

ION ITEM STATUS  
OPEN ☒ CLOSED  
☐ PARTIAL  
APPROVALS:

G & TYPIST INITIALS  
SM!

2379 RF 93

DUE

DATE

6-10-93

States Government

JUN 1

2 48 PM '93

Department of Energy

Rocky Flats Office

## emorandum

EG&G  
ROCKY FLATS PLANT  
CORRESPONDENCE CONTROL

JUN 9 1 1993

AMA:MLB:03654

120-Day Notification of Workforce Restructuring

Harry P. Mann  
General Manager  
EG&G Rocky Flats, Inc.

You are authorized to issue the 120-day notification of pending workforce realignments and potential reductions-in-force. This notification, in accordance with Section 3161 of the National Defense Authorization Act of Fiscal Year 1993, may be general in nature and must notify all employees of future staffing impacts due to change of mission, skill mix requirements, budget limitations, and programmatic requirements. Individual layoff notices cannot be issued to impacted employees until further approval is provided by the Rocky Flats Office.

Within 45 days of issuing the 120-day notification, the Rocky Flats Office must submit the plant-integrated Workforce Restructuring Plan, consistent with Section 3161 of the National Defense Authorization Act, to Headquarters for review and approval prior to submittal to Congress. It is important that the Rocky Flats Office works very closely together with all stakeholders to jointly develop this Plan following the guidelines that were provided to you and the stakeholders.

As previously requested, please prepare a supplementary budget request of additional funding for the Plan and any other displaced worker costs, such as the continuation of medical benefits required under the Displaced Workers Program. This supplementary budget request must be submitted to RPO for subsequent submittal to Headquarters on the 10th of June.

The Department of Energy is committed to utilizing the skills of the existing workforce and providing displaced workers with additional training or retraining where feasible to meet our new mission requirements.

  
A. H. Pablos  
Acting Manager

ACTION	DIST	LTR	INC
BENEDETTI, R.L.			
BENJAMIN, A.			
BERMAN, H.S.			
CARNIVAL, G.J.			
COPP, R.D.			
CORDOVA, R.C.			
DAVIS, J.G.			
FERRERA, D.W.			
HANNI, B.J.		X	
HEALY, T.J.			
HEDRILL, T.G.			
HILBIG, J.G.			
KIRBY, W.A.			
KUESTER, A.W.			
LEE, E.M.			
MANN, H.P.		X	
MARX, G.E.			
MCENNA, F.G.			
MORGAN, R.V.			
PIZZUTO, V.M.			
POTTER, G.L.			
RILEY, J.H.			
SANDLIN, N.B.			
SATTERWHITE, D.G.			
SCHUBERT, A.L.			
SETLOCK, G.H.			
SHEPLER, R.L.			
SULLIVAN, M.T.			
SWANSON, E.R.			
WILKINSON, R.B.		X	
WILSON, J.M.		X	
ZANE, J.O.			

CORRES CONTROL	x	x

Reviewed for Addressee  
Corres. Control RFP6/11/93  
DATE BY

Ref Ltr. #



EG&G ROCKY FLATS, INC.  
ROCKY FLATS PLANT, P.O. BOX 484, GOLDEN, COLORADO 80402-0484 • (303) 268-7000

June 1, 1993

93-RF-6736

To EG&G Rocky Flats and Oxnard Employees:

**ROCKY FLATS WORKFORCE RESTRUCTURING PLAN - HPM-256-93**

Rocky Flats is transitioning to a new mission that revolves largely around environmental cleanup, management and restoration and that requires different job skills from its past production role. Reduced budgets along with this change in the plant's mission will require reductions in the workforce.

The Department of Energy, Rocky Flats Office is required by Section 3161 of the National Defense Authorization Act to provide employees with a 120-day notification of any possible realignment of the workforce or reduction in personnel. The DOE, RFO office issued that notification on this date June 1, 1993. This letter is a confirmation of that action to both EG&G Rocky Flats and Oxnard personnel.

The June 1 notification has triggered a series of activities, including the finalization process of a Workforce Restructuring Plan (WRP). DOE, RFO has released a preliminary draft of the WRP for comment. Copies are available for examination in Employee Communications, Building 111, Community Relations, T130F, and Human Resources, Building 131. A final draft will be sent to DOE Headquarters July 16 for further review before submittal to Congress by August 30. The plan will also be the subject of an employee forum, an open-house style of event, from 9 a.m. to 3 p.m. in the auditorium at the Windsite on June 14. Present will be DOE, EG&G, and Wackenhut personnel who were most involved in soliciting input for the plan and in its development. A public meeting, which interested employees are also invited to attend, is scheduled for the evening of June 15. Both of these provide employees with an opportunity to participate in this process. Oxnard plans to conduct an all-hands meeting to solicit employee participation.

We are just beginning the work package development process for FY1994 which will identify skills affected by a significantly reduced budget. It is important to reiterate that the job classifications most likely to be affected will be those in Defense Programs directly tied to the plant's previous production mission. We encourage employees to avail themselves of existing training and educational programs offered at the plant. Additionally, an education fair is planned to occur concurrently with the employee forum, June 14, from 10 a.m. to 2 p.m. where representatives from local colleges and universities will be present. Materials will be available to employees who are unable to attend but are interested in these programs.

To Rocky Flats and Oxnard Employees

June 1, 1993

83-RF-6736

Page 2

It is also important to note that implementation of any reduction plan will include outplacement programs, career counseling and retraining. Any reductions or realignments will be in accordance with collective bargaining agreements and plant procedures. We expect periodic realignments in personnel levels to continue as our needs become clear. Current plans indicate a stabilization of the workforce after FY1995.

The Paper, along with other communication vehicles and publications, including Wackenhut's Guard Post, will continue to be a source of information for employees throughout this process so that we may all plan for a new future for Rocky Flats. We are committed to the support of our employees and to ensuring that the lines of communication remain open.



H.P. Mann  
General Manager

mck



## MEMORANDUM

TO: ALL WSI-RFP EMPLOYEES  
FROM: WILLIAM R. GILLISON *for* DATE: June 2, 1993  
SUBJECT: 120-DAY NOTIFICATION DIV/AREA: GMO

The U. S. Department of Energy's (DOE) Rocky Flats Plant is currently undergoing a historic change in its mission from nuclear weapons production to environmental restoration, waste management, decontamination, deactivation, and economic development.

In accordance with this new mission, the reduction in non-nuclear production requirements and decreasing budgets, the work force will experience periodic realignments and reductions-in-force which are necessary to achieve the skill mix and work force level required to perform the work. DOE announced that the changing mission at Rocky Flats could affect as many as 500 to 700 positions in fiscal year 1993 under the current budget.

Budget information for fiscal year 1994 indicates that the changing mission could require a further work force reduction of up to 1000 employees. The Plant's population is expected to stabilize after fiscal year 1995, as indicated in DOE's Report to Congress in July 1992.

In accordance with the provisions of Section 3161 of the National Defense Authorization Act of 1993, WSI-RFP is required to give employees a 120-day notice of any potential work force reductions. This letter is your 120-day notice in accordance with Section 3161.

It is important to recognize that this 120-day notification is a notice period and is not a time limitation during which layoffs may occur.

I want to assure each of you that WSI-RFP is taking every possible step to reduce the impact of any work force restructuring or reduction in an effort to minimize the impact on you, your families, and the surrounding communities. We will endeavor to prevent as many job impacts as possible through retirements and other attrition. However, we cannot state that there will be no layoffs of WSI personnel.

We are working with DOE-RFP to develop programs for retraining, early retirement options, etc., and we will be communicating such information to you as soon as possible. WSI will coordinate development of the Restructuring Plan in accordance with Section 3161 with interested stakeholders.

In a cooperative effort with DOE-RFO and EG&G-RFP, WSI is striving to utilize the skills of our work force and to provide additional training or retraining, where feasible, to meet the needs of the new mission.



**J.A. JONES**  
CONSTRUCTION  
SERVICES

June 1, 1993

TO: All J.A. Jones Employees

From: T.R. Cloud

Re: 120 DAY NOTIFICATION

As a result of the change in mission of the plant, the Rocky Flats Plant is issuing a 120 day notice to all employees that the plant must develop and implement a plan to restructure the plant workforce. This restructuring will primarily impact the operating contractor's staff (EG&G personnel) but may have an affect on J.A.Jones' overall staffing.

This restructuring will not essentially change the role of the construction services contract (J.A.Jones Construction Services Company), but it may significantly affect our work volume and therefore the size of both our non-manual workforce and our craft workforce. Identification of work to be performed by the construction services contractor in support the plant's new mission and the budgeting of funds for that purpose will determine that staff level required for this work. The provisions of the Project Labor Agreement and the need to frequently adjust the type and number of crafts will continue as it has throughout the duration of this contract.

Variations in the work volume of the onsite construction activity are common. However, J.A.Jones will make very effort to keep you informed of changes that will have a long term impact on construction activity.

TRC:kib

cc: RF Chrono

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